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U.S. ARMY RECRUITING and CAREER COUNSELING  
**journal**  
DECEMBER 1977



*Holiday  
Greetings*

# Views and Reviews



MG Eugene P. Forrester

Let me begin my message to you this month with my best wishes for a joyous and safe Holiday Season. I offer this wish first, from myself to the members of my Command, and second, on behalf of my Command to all members of the total Army.

It is especially appropriate this year that I extend this greeting beyond the bounds of USAREC and MEPCOM as we have just recently moved into a new venture with the Army Reserve. The pilot program began last month in the Syracuse DRC and is now into other DRC. While we fully expect this cooperative effort to be successful, we *are* moving into it deliberately, evaluating each phase carefully. The program is a complicated one and we want to be sure we are moving in the right direction with every step so that by the time all DRC are on board the program is working at peak efficiency.

When I send holiday wishes to the total Army, I am also thinking of the families of those who man our volunteer force. I am fully aware of the need for the complete support of a soldier's family. I know that without it, our jobs become secondary concerns. We cannot function efficiently when family problems occupy our time, our energy and our minds. During the holiday season, generally we are able to spend a little extra time with our families—and, as far as I am concerned, it is time well earned. Please show your appreciation for their support.

This has been a tough year, but as I anticipated, all came out well. I also expect that 1978 is going to be another major challenge. A large quality objective, adjustment to the new Reserve recruiting program, continued close scrutiny by the American public—all of these things will exert pressure on us. But I think that, by and large, we have shown to the American people that we are doing more than our part to give them a quality Volunteer Army. I am tremendously proud of your efforts.

Because of the value I place upon each and every one of you, not only to this Command, but to the Army and to your families, I exhort you to drive carefully throughout this Holiday Season and the New Year. Let's eliminate the accidents involving recruiters or other members of these commands. Please take care!

Again—my best wishes for a safe and joyous holiday to you and yours!

GOOD RECRUITING.

A handwritten signature in dark ink, appearing to read "E. P. Forrester". The signature is stylized with a large, sweeping initial "E".

**EUGENE P. FORRESTER**  
Major General, USA  
Commanding



Major General Eugene P. Forrester, USA  
CG, U.S. Army Recruiting Command

LTC James D. Strachan  
Chief, Public Affairs USAREC

Jack Mühlenbeck  
Editorial Advisor

Richard E. Christlanson  
Editor

SFC Len Breckler  
Associate Editor

MSG Wolfgang Scherp  
Associate Editor

Cynthia Nason  
Features Editor

SP4 Ken Holder  
Departments Editor

Leonard P. Trzeciak  
Art Director/Illustrator



#### CORRESPONDENTS

SP5 Phil De Ivernois	Northeastern RRC
SP5 Pat Sinclair	Southeastern RRC
Clarice Harper	Southwestern RRC
CPT(P) Pete Peterson	Midwestern RRC
Maury Peerenboom	Western RRC

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#### Phone:

C: 312-926-2948/3918

A: 459-2948/3918

FTS: 384-2948/3918

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Commander  
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ATTN: USARCCS-PA (Journal)  
Fort Sheridan, Ill. 60037

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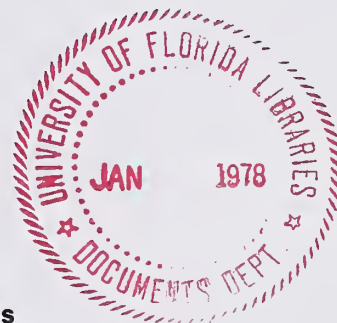
**FLARE**

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Our cover this month, photographed by MSG Wolfgang Scherp, Journal associate editor, is designed to wish all our readers in the total Army—the "One Army"—the very best holiday season ever.



# Goals for the Army:

## The Readiness Goal

*Prepare the Total Army for rapid transition to combat, fully capable of performing its wartime mission.*

## The Human Goal

*Provide the Total Army with highly effective and morally responsible military and civilian personnel capable of performing reliably in war; provide quality of life support for our soldiers and their families and require from them reciprocal dedication to service.*

## The Materiel Goal

*Develop, field, and maintain a balanced warfighting and sustaining capability.*

## The Strategic Deployment Goal

*Improve Army deployment capability to move forces as scheduled in order to increase early availability of combat power.*

## The Future Development Goal

*Improve Army equipment and concepts to exploit new technology.*

## The Management Goal

*Manage and utilize existing and programmed resources more effectively. Strengthen the Army's resource justification process.*

# today and tomorrow

The Army's leadership and management goals and its support to national defense have been spelled out by Secretary of the Army Clifford Alexander, Jr., and Army Chief of Staff Gen. Bernard Rogers.

In a 13-page statement, the Army's top civilian and military leaders reaffirmed the Army's commitment to national defense through the combined efforts of the Active Army, the Army National Guard, Army Reserve and civilian employees.

The statement sets forth the Army's broad aims dealing with readiness, human goals, material, strategic deployment, future development and management. It is the intention of the Army to narrow the gap between peacetime training and wartime realities, according to the leaders.

The Army's leadership commits the force to full readiness, stating that "Units will be ready, equipment on hand and operable, soldiers fit and trained, leaders and led confident of their abilities. Our units will be ready to 'come as they are' should war begin with little warning."

The Readiness Goal stresses the importance of maintaining cooperation with European and Asian allies through deterrence of aggression by staying ready to fight wars of varying intensity.

"The effectiveness of the Army can be measured by its ability to mobilize quickly and deploy tailored forces to any area with the necessary support," according to the policy statement.

Training goals are to be achieved by units striving for high standards, improved training techniques and cost-conscious operations, the policy directs.

The "People" Goal is stated as the intent to "Provide the Total Army with highly effective and morally responsible military and civilian personnel capable of performing reliably in war; provide quality of life support for our soldiers and their families and require from them reciproc-

cal dedication to service."

The Army will be dedicated to recruiting and retaining good people, a task that is the responsibility of the "Total Army Team." Providing equal opportunity, respect for human rights, quality of life awareness, good leadership and recognition of people are the key to the Army's strength and effectiveness, the policy states.


Emphasizing the need to eliminate shortages in the supply system and encourage proper maintenance, the document expresses a commitment to standardized equipment for allies, continued development of equipment and improved materials.

Strategically, Army Goals call for establishing a program "to review and improve existing deployment plans. Deploying forces will be tailored and make the best use of lift provided by the other services. Unit plans and operating procedures will be reviewed and rehearsed so that we can meet or better our minimum deployment times."

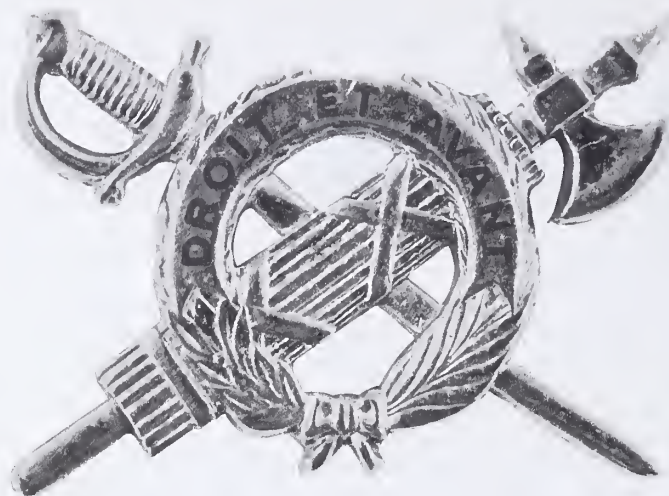
Citing a requirement for improved fighting techniques in the first 60 days of a war, the document promises development and acquisition of new weapons and equipment needed by 1985.

Future efforts will focus on lightweight and practical equipment, energy conserving fuels and equipment and full chemical and biological defense, with improved cooperation between commanders and the research and development community, according to the Army chiefs' policies.

More efficient use of manpower, improved training of reserve components and continuing program evaluation are some of the key management goals called for in the policy statement.

The two senior Army leaders said the goals they have established for the Army are "the objectives towards which the Army strives and the principles upon which the Army rests." 





# Sum of the

When you think about the Inspector General, you have to remember the insignia and what it stands for. The first of the three parts of the insignia, the sword, has long stood for military power and justice. The second part, the fasces—the military ax enclosed by a bundle of birch or elm rods tied with a strap—has, since the early times of Roman emperors, symbolized authority. The third part, the wreath, is symbolic of academic and intellectual achievement.

The French inscription "Droit et Avant" is freely translated as "First be right; then take action."

**By COL RICHARD J. McMANUS**  
**USAREC INSPECTOR GENERAL**

The indispensable ingredient in the whole philosophy of this office can be summed up in one word: communications.

It begins when the newly assigned region and DRC commanders make their first trip to USAREC Headquarters.

We try to provide the DRC commander all the information that we possibly can about his DRC. Not only do we present a 45 minute orientation at the senior manager's course, and provide a resume of the last annual general inspection of his command; but we also identify to him what the inspection trends have been throughout the command. We provide him with investigation trends and information that applies specifically to his DRC. We tell him about the number of accidents his people have experienced and their causes. We give him a

copy of our inspection checklist and the commanding general's special items of interest.

We lay out for the DRC commander a package of continuing information he needs to know about his DRC, and we tell him what we will be looking for when we inspect his command. We also give him time to come to our office and chat with us about his DRC; very often we can give him some interesting sidelights and insights to his command.

We do about the same thing for regional commanders. In addition to a thorough briefing and a candid assessment based on what surfaced during the course of the last inspection of his region, we provide, on a quarterly basis, information pertaining to complaints received from his region. These identify, in as much detail as possible, the types of complaints and where they come from, and what categories they fall into.

By providing the region commander this information, we hope to assist him in isolating problem areas so he can bring to bear the resources of his command.

Still another part of the program of communications is the appointment of acting IG's to provide a viable and responsive point of contact for the soldier in the field with a problem. While this program is not unique to USAREC or the Army, we have placed increased emphasis on its functioning within this command due

# ning up the philosophy

## IG: *communications*

to the geographical dispersion of our personnel. We monitor this program closely to insure that every member of the command has access to an acting or detailed IG at least once each quarter.

The several officers in each region designated as acting IG's are required to visit each DRC quarterly and provide advance notification to the field force that they will be there to take complaints and requests for assistance. When the acting IG receives several complaints, all of which indicate nobody has discussed the problem with the commander, he knows that people are not communicating. The chain of command with uninformed leaders, or personnel who are unaware of where to turn for assistance, is not functioning properly.

The whole idea of the acting IG program is to find out what is bothering people, attack the root causes of problems and solve them while they are "small." An equally important aspect is to provide appropriate feedback to the commander so that action is taken to correct the problem or prevent its recurrence. In other words, we provide an adjunct to the commander's own communication program and insure that his, and his staff's, support to his people is visibly demonstrated and that they are responsive to the needs of their personnel.

As General Forrester says: "the

good I like to hear, the bad I've got to hear." The same applies to the DRC commander. He's got to hear it all; if he doesn't hear about it, he can't do anything about it.

Maintaining open links of communication in USAREC requires more than just the people in the IG office. That's why the command has the *Journal* and *Tie-Line*, *Direct Action* and *Forrester's Focus*.

Our inspectors travel the length and breadth of this command, and we see both the good and the indifferent recruiter. We see good areas and bad ones. We inspect all DRCs and regions. Many times we have to make judgement calls on what we see, but one thing I've found out for myself is that, no matter where you are, you can almost tell from the minute you walk in the front door what kind of organization you're visiting. Maybe just the way you're greeted, maybe its a conversation with the operations officer, the adjutant, or a field recruiter, but you can form a determination on how well a DRC operates based on how well the people there communicate with each other.

I've been in many recruiting areas where people have never told anyone that I was in the area, and then I've been in other areas where, the moment I left the station, it was announced to the world. What this boils down to is that the successful DRC is an organization with good feedback from the foxhole, that takes care of its

people, that is concerned about their welfare, and that is aware of its people's problems.

When the DRC sergeant major is actively engaged with the field force instead of just shuffling papers, when area commanders are helping recruiters, when people are willing to pitch in and help one another, there is success. These are viable indicators that show the lines of communication are working, up and down.

A key aspect of our philosophy then, is and has been, communications: getting people to talk to one another. When people communicate, they inform one another of the things they need to know about. When the commanders know what is going on, they can put two and two together and take the necessary action.

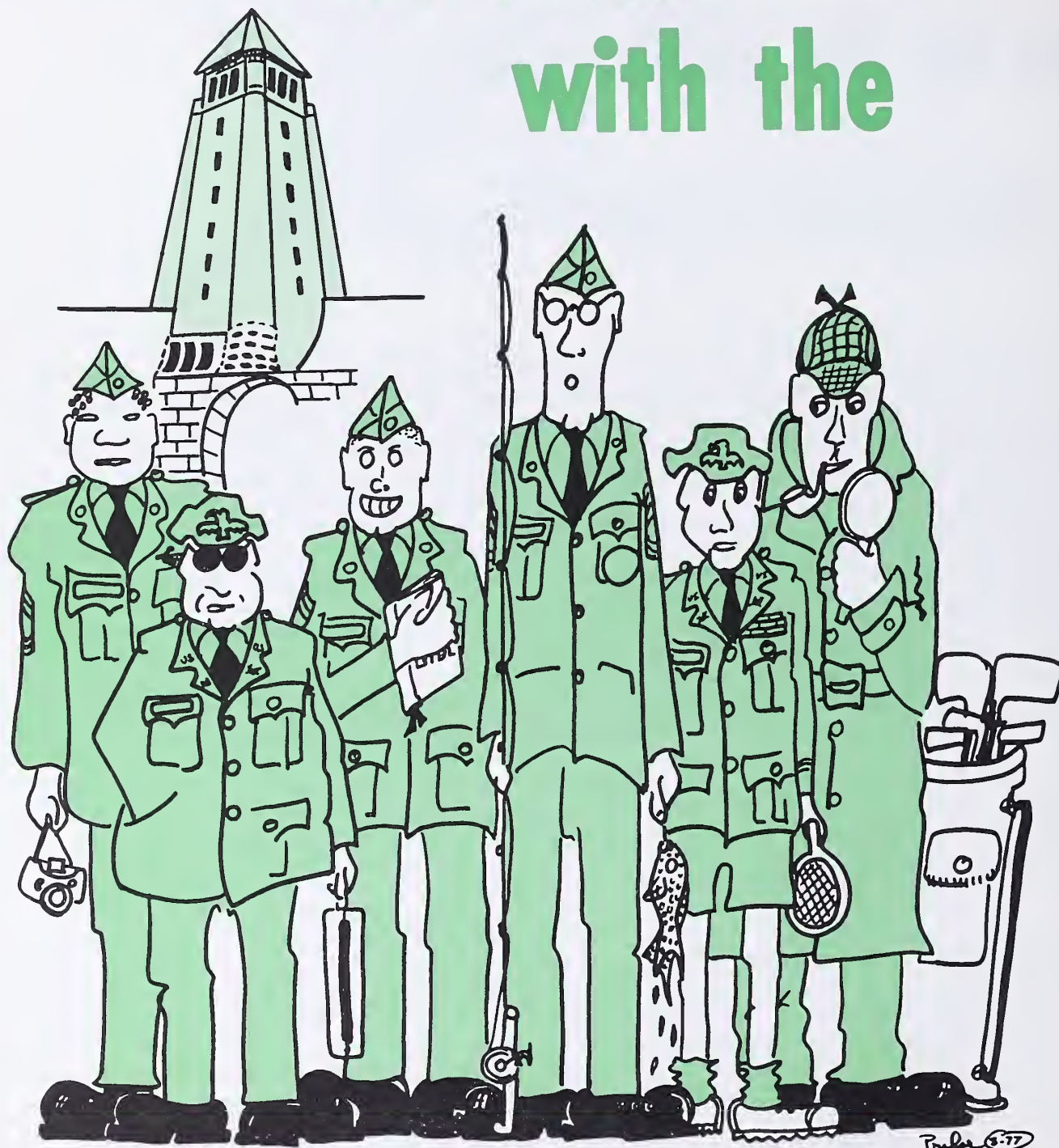
We applaud any means that reduces our involvement in the internal affairs of our commanders and permits us to react only to situations that require our intervention after the chain of command has exhausted the resources available to it. Open lines of communication can accomplish this and prevent numerous inquiries into allegations and grievances that can and should be handled at the local command level.

In our business, we believe that communications means success. If the volunteer Army is to remain the success it is, USAREC must continue to be successful, and that requires good communications.





# An interview with the



## USAREC IG team



*In this, the 200th birthday of the Army IG, the Journal invited several members of the USAREC IG team to talk about the job they do. Present were LTC Duane Golvach, MAJ Bo Prehar, MAJ Dick Davis, MAJ Pat Hirsch, MSG Tommy Abner and MSG Carl Culvahouse.*

**Journal:** When you walk into a recruiting station, what are you looking for?

**MSG Culvahouse:** There are four or five functional areas, and recruiting operations is naturally the most important. We look at the high school program, take a hard look at time management, thoroughly go through the prospect card files to be sure they're being properly used, and see how itineraries are established. In general, the day-to-day operation of the station: does it make sense, have continuity, and are people being used to the best advantage?

Another area we go into is market analysis—the SMART board—and whether it complies with the regulations. Not only compliance with the regulation, but do they use it and does the station commander have a good knowledge of market analysis? Does he use market analysis in his operation of the station to exploit the best markets?

Of course we look at administration. Any IG has to check that. We look at the functional files system, how they make up enlistment packets, take a look at shipping packets being sure they're properly filled out, check to see they have the regulations needed—all the normal administrative functions.

We look at the appearance of personnel and of the station, too. You know, when an applicant comes into a station and sees a recruiter, he sees a reflection of himself as he may appear after he joins up. If the recruiter looks

sharp, then he'll see himself as looking sharp. Same thing with offices. If the applicant comes into the office, it's usually the first time he's been on a military installation—and an office is a military installation—and if it's a sharp looking office, then the Army is sharp, too. If it's a sloppy place with junk lying all around, then that's the way he will see the Army to be.

**Journal:** Most of this sounds like you are primarily concerned with administration and appearance. Do you ever watch a recruiter at work?

**MSG Culvahouse:** We can't normally observe a recruiter selling. If an IG inspector were there to watch a recruiter sell, then that recruiter will probably just come apart. But most important, you can't expose an applicant to that kind of situation, either. But as we talk to the station commander, recruiters and recruiter aides, during the whole of the inspection we cover a lot of things so that toward the end we have a pretty good feel for their abilities and their knowledge. What they can sell and how they present the Army. This is definitely part of the inspection.

**MAJ Hirsch:** There's a sequence we go through in our inspections which we call the vertical method of inspections. We start out at the lowest echelon and then work up toward the higher ones. We start with the recruiting stations, then go to the area command, and then on to the DRC and finally the region.

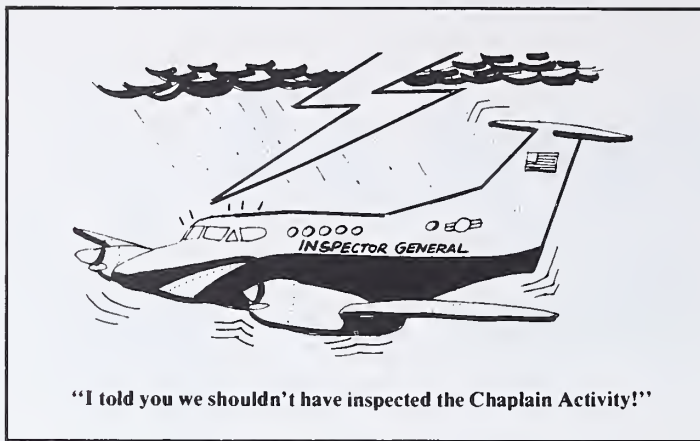
**LTC Golvach:** Let me put some of this into perspective. Yes, we do

consider recruiting operations very important, and we're looking into this area to see how well the recruiter is using the basic tools he has available, for recruiting management, and the accomplishment of his mission. The thing we consider to be the key is the degree to which he is following through on things from the point of continuity of operations. An individual may be successful but that doesn't mean he's got good practices, good habits and that sort of thing. The real question we're concerned with is, can that person be replaced and can his replacement succeed based on the efforts and work habits and practices of his predecessor?

By and large, we find that recruiters do a reasonably good job; however, occasionally we find that's not the case. Continuity of operations is very critical from our perspective because that's really what sustains the command and makes sure we can continue to accomplish our mission now and in the future, and provides the new recruiter a better opportunity for success.

Market analysis is part of continuity of operations. Certainly the recruiter and station commander need to know what the competition is doing and how they stand in relation to the competition. They also have to know the scope of their market, where they're penetrating successfully, where they are not, and how to improve their penetration.

Station management is simply how effective he is in managing the



assets he has to do the job that must be done, supervising the activities of his recruiters and making sure they succeed. We get into management and keeping track of the people in the DEP, following up on those qualified but not enlisted, following up on people in the DEP who become temporarily disqualified. There are a number of things along this line that may require considerable attention on the part of recruiters and station commanders.

In essence, do they have the institutional procedures and are they followed to insure continuity of operations?

**Journal:** What is there to look at to determine if time management is a problem in the station?

**MSG Culvahouse:** There are several ways to look into time management. As far as paperwork, we have the Recruiter Work Plan. This work plan—the MANDEX—is one of the tools used in time management. The work plan is a means to an end; it's just a means, not the end itself. Whether the work plan itself is used, or some other type of system, any sales organization uses something like this to manage time. As you talk with recruiters, especially station commanders, you find out how they run their day: what's happening today, what's planned for tomorrow. If a recruiter says he's traveling tomorrow to a specific town, I ask him what he is going to do there. Is he going to visit a school, talk to CIs, fill literature racks; specifically, what is he going to do

there, and when? If he's got a plan, he'll be able to tell me. When it's a case of "If this is Tuesday, I'm supposed to be in such-and-such town," then I can tell he doesn't have a plan.

By late afternoon or early evening, nearly a hundred percent of a recruiter's next day should be set, about what he's going to do, what schools he'll be at, who he is going to see, what appointments he has to keep. These things are part of time management. Without them, you've got a recruiter wasting time.

By just asking a recruiter—if he knows what he's doing tomorrow he can tell you—you can get a good feel for how he's managing his time. Sure, he can blow a little smoke your way, but it doesn't take too much asking to find out whether he's managing his time or not.

**Journal:** So it's a bunch of small things that make up time management?

**MSG Culvahouse:** Like most things, take a bunch of small things and you put them together and come up with the big one. That's the same way it is with time management.

**Journal:** What do you do when, for example, you find a guy who isn't managing his time well? Do you go back and write up a report on him or do you discuss it there with him at all while you're there?

**MSG Culvahouse:** That's something we didn't touch on earlier, and I think the USAREC IG is unique in this. We do a lot of PD type work out there. If we see something that's

wrong, we will discuss with the recruiter the way it's supposed to be done.

We travel all over USAREC and we see good ways and bad ways of doing everything. We've built up a lot of knowledge from this exposure and as we go around to stations, we try to share it. We try to exchange ideas and suggestions. You've got to understand, of course, that we have no command authority; we can't tell anyone what to do. We can say, "You're not in compliance with the regulation," and write a finding on that, but it's the area commander and station commander who have to take corrective action.

As far as exchanging ideas, telling of things we've seen and picking up new ways to do things, usually if a recruiter has a good way of doing things, he's so proud of it that he tells everyone about it without being asked. This is very important, and one of the things that's not often touched on.

**Journal:** The fact that the IG is there on an inspection is negative to begin with; he's a threat. How do you convince someone that you're not there to threaten them, that you're there to help?

**MSG Abner:** That's a hard one. Like you say, people do look on an inspection as being negative. Normally, you can tell right from the beginning if a guy is nervous when he starts giving you his briefing. It's just a matter of looking at what he's doing and determining whether he's doing it right and following the proper procedures. Normally, if you get the guy started out that way, he'll relax. Like Carl said, we aren't commanders—we aren't in charge—we're just there to see how he's doing and to help him if we can by showing him how to do it by the regulation, and why it's so important to do it that way. I've found that, in most cases, if it's done by the regulation, it's done competently.

**MSG Culvahouse:** Let me add one thing. We stress to the people we inspect that we're recruiters, too. I think that's got a lot to do with it. They know that they're being inspected by their own kind. All the OOE inspectors in the IG shop are former



recruiters, former multi-man station commanders, former area supervisors or assistant area commanders—every one of us, so this builds some credibility with station commanders we

inspect. We all wear the badge and we're all proud of it.

**MAJ Prehar:** We're not there just to find out what's wrong with a station or its procedures; we're there to find

out what's right, too. Our objective is to take an overall look at the operations and to find out, among other things, if they're being supported by the DRC and region. Maybe they're accomplishing the mission, but you have to take a wider look to see if they're getting the support they deserve and need. Not all the problems we find are the fault of the recruiter; they may lie elsewhere. We are systems oriented; we make recommendations on how to improve the systems already in effect.

**MSG Culvahouse:** While it's not our primary job, we do write up "commendables" when we find outstanding operations. We find many outstanding individuals, stations and areas, and we write commendable findings on them. We look at what makes them superior to others. Everything in the Army is done according to regulations, but it's the application of what is written that's important.

If you apply the regulations meaningfully, and try to make them work for you, it will come through. It's not just compliance with regulations; it's taking them as guidelines and building from there.

**MSG Abner:** I've been in areas where the commander can show you a beautiful management system on paper, but as far as what the recruiters are actually doing within the area, it just doesn't jibe. Every area commander isn't going to have the same management system, because in different parts of the country, things are done differently to get the job done. But, whatever system they come up with—if it's a good, workable system—and everybody understands and follows it, you'll find that in most cases the area is doing well.

A well-organized unit, of whatever size, will come out on top in accomplishing the mission; that's the way it is in recruiting, too. Good, knowledgeable people and a good, well-organized plan, will do well in production, regardless of the environment.

**MSG Culvahouse:** At a successful DRC, you usually find two things: stabilization and continuity. When you find a DRC down, you find

# Grievance Procedures

By **JOHN HART**

Washington Bureau Chief, *Stars & Stripes*

The House Armed Services Military Personnel Subcommittee will continue its inquiry into the grievance mechanisms available in the military, according to Rep. Richard White (D-Tex), its chairman said recently.

In mid-summer, the subcommittee held several days of hearings on the subject with testimony being given by defense officials.

White said, "The fact we're drawing attention to is the grievance procedures may lead the services to correct deficiencies if they exist."

White, a World War II veteran of the Marines, is concerned about "the general military population being represented and heard when voicing valid complaints."

He said that service members should be able to voice their complaints and concerns without fear of reprisal.

"We want to crystallize the information now available on grievance procedures, because it's a little fuzzy," he said.

According to White, some members of the subcommittee "are not as fired up" about the grievance procedures inquiry as he is. He said that "they have other things requiring their attention."

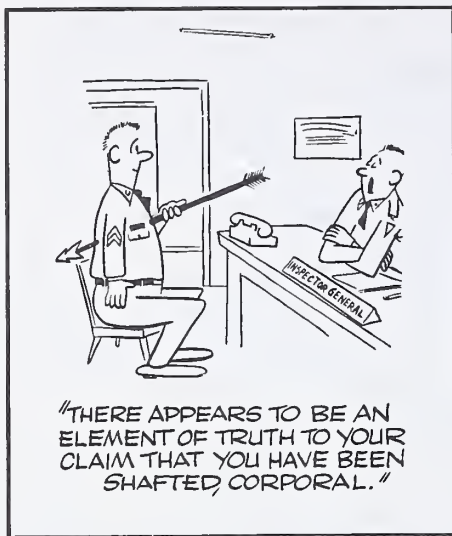
After further inquiry and study of the existing grievance procedures, White said that he may introduce a bill calling for the creation of an ombudsman tailored for the services.

White points out that several countries already have an ombudsman for their armed forces.

For example, in Germany the ombudsman is "an institution of the legislature," completely free of Ministry of Defense. His purpose is to protect the human rights of members of the armed forces, said White.

The position taken by the Army on this issue is that the Army's leaders are the "ombudsmen" for service personnel. In testimony on Capitol Hill in July, General Bernard W. Rogers, the Army Chief of Staff, told members of Congress that the services already have the mechanism through which servicemen can voice their concerns. Rogers described this mechanism as "concerned, dedicated, knowledgeable (and) involved leaders at all levels in the chain of command."

In addition to the chain of command, Rogers said the soldier's grievance channels include the Inspector General system, Article 138 of the Uniform Code of Military Justice, and the right to correspond directly with the Commander-in-Chief or with individual members of the Congress. He also pointed out that service members can use commanders' "open door" policies, advisory councils, commanders' "hot-lines," commander's calls, surveys and other activities to draw attention to problems and have them solved.



a lack of stabilization and continuity. There might be other contributing factors, as to why it's down, but look at any DRC that's low in production and these two factors are always right there. They've got a lot of personnel turbulence and they're switching people between stations, and it just tears them apart.

**LTC Golvach:** To put it into a capsule, that common thread we're talking about will be found in those areas that are successful. They do have certain common factors. Generally, they're better managed. The basics are followed more scrupulously so that the discipline on the part of the recruiter is there. As a result, you'll find that self-discipline is very high. That's a good indication of positive attitude of the recruiters in the area. With that attitude, you know they're good and that they are sure of themselves; they know they can do it. Success breeds success. Those who are successful are cheerful and it shows in their attitude.

They're also probably better trained than those who aren't as successful. I'd have to say that they are well managed, well trained, and well led, and they have people who are looking out for their morale and welfare. They have confidence in their leaders, in their training, and this confidence shows up in the production figures.

**Journal:** How do you let the DRC and area commanders know how they fared in your inspections?

**MSG Culvahouse:** On the last day of the inspection, we gather for an informal exit briefing with the DRC commander and whoever else he wants there. We discuss the findings we've uncovered, and provide a candid appraisal of what we've seen. There we pass on those things that don't necessarily result in an inspection finding; sometimes it's just a sense that won't go away. It should be pointed out that, before we leave a station or an area, we tell them whether we think their operation is good or bad. If it's bad, we tell them; if it's good, we let them know that, too. If a station is doing something that is not right, but is being done because the area commander directed it, then that is a finding against the area, not the station. We remind everyone that what we're passing on to the DRC commander are draft findings, that we're not the final word. But, we don't surprise them by saying they're good and then going back and writing a bad report on them.

**Journal:** In talking with Colonel McManus earlier, he commented that the Inspector General office functions as a "management consultant." How does this fit in with what you do?

**MAJ Davis:** The reports of inspection are used by commanders, and by the USAREC staff as management tools; in addition, our office is not only involved in inspections, but with requests for assistance. For example, a DRC might request a "staff assistance visit." These are informal inspections where nobody is required to report findings officially or RBI. Using our people who have special skills, or extensive experience you go in to help the people in their operations. In fact, you might do some of his work to try and show him a better way. It's more than an inspection; at the end, you brief the XO or CO on what was found and what is needed to bring the operation back up to standards.

**Journal:** Who initiates that?

**MAJ Davis:** Normally the commander needing the assistance, but also by our HQ or region if we feel it can assist the field or nip a problem in the bud. We can make either a staff

assistance visit or a regular inspection to the DRC. That's a decision made here at Headquarters USAREC.

**MSG Culvahouse:** It can be requested by a DRC or region, or it can be directed from here.

**LTC Golvach:** Normally, every activity is to be inspected annually; there is a legal requirement that every activity be inspected at least every two years, and the CG can exempt activities from inspection for a variety of reasons. First and foremost, of course, is because the activity was performing at such a high level of effectiveness and conditions remain essentially unchanged so that there is no need to go back.

There may be other circumstances that dictate no inspection. For example, there may have been so much turbulence in the organization that they need a period of stabilization before they can even begin to prepare for an inspection.

**MAJ Davis:** As MAJ Prehar commented earlier, we're systems oriented. We look at the DRC and regions from the bottom up and we track those things that cause inefficiency in the systems or that impact in a negative way on the operation of the field force and on the morale and well being. We try to write our reports so that they can be, and in fact they are, used by the commanders and the USAREC staff as management tools.

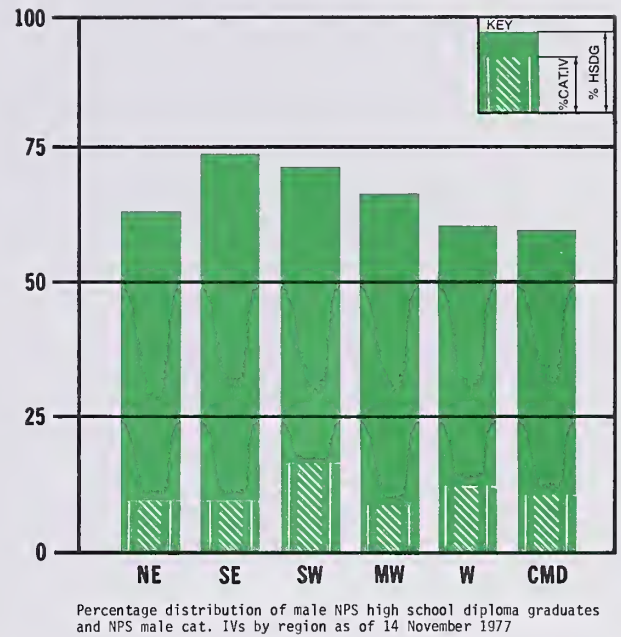
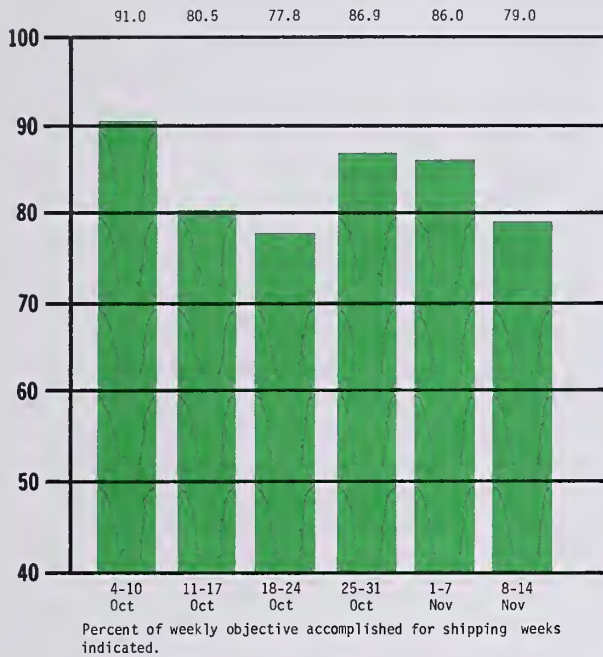
We look at procedures, SOPs or whatever systems they have—procedures for telephone communications discipline and economy for example. We see what they are doing to achieve the economies and to realize potential savings. There are a variety of things like this we look into and make recommendations for improvement or show where costs can be reduced. In that sense, I guess you can really say that we are management consultants.

We also draw upon the experience of our inspectors and things we've seen that were successful. We look at things not simply from the standpoint of compliance with regulations; we're out to help USAREC recruit more and better quality people in any way we can.





# Q-2



## QUALITY & QUANTITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the 7 shipping periods 1 Oct 77 thru 14 Nov 77)

7 of 7 weeks	Atlanta	5 of 7	Lansing	2 of 7	St Louis
	Balto-Wash	4 of 7	Phoenix	1 of 7	Chicago
	Beckley	3 of 7	Boston		Oallas
	Charlotte		Cleveland		Long Island
	Cincinnati		Columbus		Milwaukee
	Columbia		Oes Moines		New Haven
	Concord		Houston		Salt Lake
	Honolulu		Indianapolis		San Francisco
	Jackson		Los Angeles	0 of 7	Oenver
	Jacksonville		New Orleans		Kansas City
	Louisville		Peoria		Minneapolis
	Miami		Syracuse		Niagara
	Montgomery	2 of 7	Albany		Oklahoma City
	Nashville		Albuquerque		Omaha
	Raleigh		Oetroit		Portland
	Richmond		Little Rock		Sacramento
	San Juan		Newark		San Antonio
6 of 7	Philadelphia		Newburgh		Santa Ana
5 of 7	Harrisburg		Pittsburgh		Seattle

### OCTOBER

#### GIPS credits/recruit

1. SWRRC	6.288
2. WRRC	6.241
3. SERRC	6.004
4. MWRRRC	5.940
5. NERRC	5.599
CMD	5.968

#### GIPS credits/recruiter

1. SERRC	25.399
2. SWRRC	13.318
3. NERRC	12.677
4. WRRC	12.437
5. MWRRRC	10.712
CMD	14.099

#### Top DRCs \*

1. San Juan	6.938
2. Jackson	6.753
3. Beckley	6.448
4. Columbia	6.414
5. Nashville	6.338
6. Louisville	6.223
7. Richmond	6.201
8. Balto-Wash	6.106
9. Montgomery	6.057
10. Atlanta	6.038
11. Honolulu	5.993
12. Cincinnati	5.958
13. Raleigh	5.717
14. Charlotte	5.600
15. Jacksonville	5.505
16. Concord	5.482
17. Miami	5.457
18. Lansing	5.275

#### Top DRCs \*

1. San Juan	33.213
2. Raleigh	29.886
3. Montgomery	29.375
4. Charlotte	28.886
5. Jacksonville	27.769
6. Honolulu	27.606
7. Columbia	26.882
8. Miami	26.491
9. Jackson	24.926
10. Atlanta	21.963
11. Richmond	21.875
12. Louisville	20.707
13. Beckley	19.912
14. Nashville	19.013
15. Cincinnati	17.800
16. Balto-Wash	15.077
17. Concord	14.442
18. Lansing	9.420

\*Only those DRCs that accomplished their quantitative objective each week during the reception station month starting 1 October and ending 14 November were eligible for consideration.

Rankings based on preliminary information received from regions. Does not include bonus credits.

**By JOSE MORALES**  
**A&SP Chief, San Juan DRC**

In the sixteenth century Spanish conquistadores settled an island in the Caribbean, naming it San Juan after their patron saint. On the cliffs overlooking their beautiful harbor inlet, they constructed a fortress, naming it San Felipe del Morro. Over the centuries the fortress has been occupied by the Spanish, the English and, most recently, the Americans. It was from Ft. Brooke in 1900 that the first group of Puerto Ricans volunteered to serve with the U.S. Army. They were members of a mounted infantry unit known as the "Puerto Rico Regiment, U.S. Volunteers."

In ceremonies held this September, recruiters of the San Juan DRC

lowered the Stars and Stripes for the last time, and moved to new and modern facilities at De Diego Expressway. This move marked the end of continuous military presence on El Morro's grounds since the mid-1500s.

"Now the last symbol of the military on these hallowed grounds is gone," said Major General (Ret) Carlos F. Chardon, who represented the Governor of Puerto Rico during the grand opening ceremonies. In an emotion-charged speech, General Chardon outlined the history of Puerto Rican military involvement.

"These walls have seen generation upon generation of Puerto Rican militia faithfully serve and train to uphold and maintain the honor of His Most Catholic Majesty, the King of

Spain. They have also seen more recent generations of Puerto Ricans, wearing the khaki of the United States Army, train with the same loyalty and devotion to serve another nation, our country, the United States of America. The fighting spirit, the dogged determination, the unswerving loyalty and the courageous gallantry of the old 'conquistadores' are still viable in the Puerto Rican soldier of today. No war in this century has seen the Puerto Ricans absent from the ranks of the Armed Forces of the United States. . . . We can boast of five winners of the Congressional Medal of Honor."

Looking to the future and the new facilities, LTC Raleigh B. Washington, commander of the San Juan DRC promised that "If the old DRC was of

## San Juan DRC/AFEES

*Army Recruiter SSG William R. Ruiz lowered the last American flag to fly over Fort Brooke, marking the end of military presence of El Morro grounds since 1539 when Spanish conquistadores occupied the grounds for the first time. San Juan DRC Sergeant Major Joseph Frith stands ready to receive the flag for proper folding and further presentation to LTC Raleigh Washington, (behind SGM Frith) and LCDR R. Aubuchon (AFEES commander).*



Cynthia Nason



historical significance, the new and modern one is designed to provide better and more efficient service to the young men and women of Puerto Rico and the Virgin Islands who desire to join the Army."

The move from historic Ft. Brooke will allow the Commonwealth of Puerto Rico to move forward with their plans to restore the century old building to become a tourist attraction and a school of music.

"It was a very happy day for many, but it was also one charged with nostalgia because the Army is now no longer present in Old San Juan," said SFC William Rivera Ruiz, a recruiter from Caguas and the one who lowered the last U.S. flag to fly over Fort Brooke.



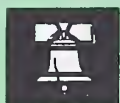
**LTC Raleigh B. Washington explains a point to "El Mundo" reporter, Ms Alba Raquel Cabera. Observing the action is Army recruiter SSG William R. Ruiz. Ms Cabera is the President of the Puerto Rico Newswomen Association.**

## an ending and a beginning

**Major General (Ret) Carlos F. Chardon, (light suit) and Hon Juan Luis, Lt Governor of the US Virgin Islands, cut the ribbon to open the new San Juan DRC/AFEES. LTC Raleigh B. Washington (left) commander of San Juan DRC and LCDR Robert Aubuchon, AFEES commander, hold the ribbon. Observing are BG Allen Goodson, deputy commander USAREC, and (far right) USAF BG William P. Acker, deputy commander MEPCOM.**







**THE RECRUITERS OF DEARBORN**, Mich., have a softball team called the "Raiders" which set some kind of record in the two years they've been playing



*The "Bad News Raiders" posed for this picture following one of their many exceptional efforts on the diamond. Watch for more of their escapades soon.*

ball. Energetic, enthusiastic and aggressive, the hard-luck group broke their long string of losses and, behind the (un)steady pitching of their ace hurler (E.R.A. of 14.4), finally came up on the winning end to stand at one win and 17 losses for the 76-77 seasons.

On the positive side, **Captain Joe Chavara**, area commander, says since the team was formed, they have become a more cohesive group of recruiters, and production and morale have greatly improved. Their wives and children often join them for a picnic supper before the games and stay to cheer them on in victory or defeat (more often the latter). DEPer are also invited to attend the games and, on several occasions, have filled in when the team has been short. Then, too, the city league they play in has many QMA involved, so the opportunities to sell the Army abound.

As this was being written, CPT Chavara was heard to say, "Just so we don't let down during the upcoming months and lose our hustle, we're forming a football team."

Undaunted, the Raider recruiters are looking to a productive year in FY 78 both on the field and off. (Nancy Barone, Detroit DRC)

**RECRUITING IS A FAMILY AFFAIR** and a family that takes that seriously is the **Jack Connelly** clan of Marshfield, Mass.

Mr. Connelly is a veteran of the Navy and his wife of the Air Force. Their children, however, have all

chosen Army. Their daughter **Nancy Jo** is an Army dental hygienist in Germany. Their son **Mark** will join an Army band in Germany soon and their son **Jay** is also preparing to join an Army band. The youngest Connelly, **Paul**, is a junior in high school and plans to enter the DEP.

**Second Lieutenant Elizabeth Cunningham** is the assistant operations officer of the Denver DRC. Her brother **Victor** came for a visit and after hearing about the Army from "Sis" decided to enlist himself as an MP.

**Sergeant Bill Pratt** of Boston DRC believes recruiting begins at home. To prove it he enlisted his wife **Jeanne**. Private Pratt's first station will be Ft. Devens, Mass.

So don't be surprised if someone walks into the recruiting station with the same name as yours; you could be related. (HQ USAREC)

**SHE'S A LITTLE GIRL** with a big talent and an Army window for a showcase. When **Diane Szomolyia**



*Benefit the Army before leaving for basic training is what Diane Szomolyia did with her window mural.*

stopped by the Lincoln Park, Mich., Recruiting Station in December to talk to **Staff Sergeant Butler** about an Army job in architectural design, she brought along her portfolio.

Diane joined the DEP and Staff Sergeant Butler asked her if she'd put her artistic abilities to work and create an original Army design on the station's mirrored window.

When the weather warmed, Diane labored for two weeks, using artist's brushes and bright enamels, to create her masterpiece.



With brown feathers tipped in gold, a red shield shadowed in blue and a three-D lettering effect, Diane's big bird has been attracting a lot of attention for the station.

"You won't often find a 'DEPer' who's a budding Picasso," said SSG Butler, "But if you do, just give 'em a brush and some paint and you might come up with a window like ours." (Nancy Barone, Detroit DRC)

**JUST TO FEEL SAFE** Sergeant First Class Dan Levleit of the Midland Mich., Recruiting Station has found a way to make sure he lives near an "Army installation." He built a fort in his front yard. The fort not



only serves as a play house for his youngest son, **Spencer**, but also as a permanent advertisement for the Army.

Sergeant Levleit is a woodworking enthusiast and built the fort in his spare time. He also builds fiber board teepees, several of which are in his front yard. The forts can be made any size and the teepees can be disassembled and folded for storage. (Andrew Faltum, Lansing DRC)

**MOST PEOPLE HAVE** much to be grateful for if they take the time to look around. One Army couple doesn't have to look far.

**Specialist 5 and Mrs. William Coltrain** have "been Army" for five years. Their little family includes three-month-old **Courtney** who was born after her mother, **Joyce**, had a nuclear-powered pacemaker implant operation.

As far as can be determined, this is the first time

that a young woman has had such an operation and then had a baby.

"Up until the pacemaker implant, I could never share the sports my husband enjoys. Since the implant,



*The Coltrains are a happy family with the Army to thank.*

I can do anything I want. I've even learned to play tennis."

The cost of both the nuclear device and operation, plus the delivery, were courtesy of Uncle Sam. "I don't know what we would have done," Coltrain said, "if we hadn't had the Army to back us up during the crisis."

Statistics show that about 1,500 persons in the US have nuclear pacemakers in their bodies. Although this type of device has been known for 12 years, it has only been routinely prescribed since 1971.

With this type of pacemaker's life expectancy of more than 77 years (as opposed to the seven years' expected life span of an electronic model) the Coltrains can do a lot of looking to the future. (Doris Davidson, Ft. Huachuca)



**EAST CLEVELAND, OHIO RECRUITERS** recently garnered the top honors in a "personality contest" sponsored by radio station WJMO-1490. The station conducts a weekly survey of its listeners to determine the "community's choice" of top advertiser for the week.

**Sergeant First Class Bobby Graham, Staff Sergeant Paul Sherrod, Staff Sergeant Melvin Stokes and Sergeant First Class Henry Williams** regularly cut PSAs at the station. This rapport paid off with dividends other than their 100 plus percent recruiting achievement record when the Army was voted "The Community's Choice." (Carol T. Masek, Cleveland DRC)

**A TYPICAL PHONE CONVERSATION** at the St. Louis DRC's Festus, Mo., recruiting station might go something like this:

"Army Opportunities. Sergeant Jones."



*Outgoing SFC Gene Jones (far left) looks on as incoming SFC Bobby "Gene" Jones (seated behind desk) goes over some details with SGT Ed Byrd (in uniform) and SGT Mel Brown. The Jones dynasty continues.*

"Sergeant Jones this is Fred Smith. You put me in the Army about seven years ago."

"Uh, I think you must want to talk to Sergeant First Class Gene Jones. Just a minute and I'll put him on."

"Sergeant Jones, this is Fred Smith. You put me in

the Army about seven years ago."

"No, I don't remember any Fred Smith and besides I wasn't here six years ago. You must want to talk to my wife, Staff Sergeant Kathy Jones. Just a minute and I'll put her on."

"Army Opportunities. Sergeant Jones."

"All right, listen, if this is your idea of a joke. . . ."

"What do you mean?"

"Six years ago I joined the Army through Sergeant Wayne Jones and I want to go back in."

"Oh. Well *that* Sergeant Jones has been gone for a long time. Let me get the information on you. I'm sure one of us can help you."

The Festus Recruiting Station has had a Sergeant Jones for more than seven years beginning with Sergeant First Class Wayne Jones in 1970. The arrival of Sergeant First Class Gene Jones in 1974 continued the string and even increased the number of Jones recruiters when he married Kathy Burris in 1974. If that isn't enough to keep confusion flowing smoothly, the new station commander just came on board and his name is Sergeant First Class Bobby "Gene" Jones.

If the Festus Recruiting Station is ever renamed, an appropriate name could be "The Jones Memorial Recruiting Station. (Ken Holder, HQ USAREC)

**JOIN THE HISTORY MAKERS**, the Army's dynamic new history display van, made its St. Louis area debut at Lindbergh High School in Affton, Mo., and the reaction of the students was very favorable.

"I think the van is nice, I really do," commented student, **Gracie Hempl**. It's educational. "I wish we had more time in here. They should have more of these vans."

During Lindbergh's lunch hour the van was packed with students, and a line formed outside the door. Even during classes the exhibit remained full with students from study halls.

**Sergeant First Class Thomas W. Barton** and **Staff Sergeant Bobby Wright**, accompanying the van on its tour through the Midwest, provided additional information about the Army and its history to the students. Also on hand were **Staff Sergeant Dennis O. "Doc" Corzine** and a recruiter aide who graduated from Lindbergh High last year. **Private Mark Sager**, who was signed up by Sergeant Corzine, knew many of the students, which made him a valuable liaison for SSG Corzine.

"Mike's already helped me get several people in the DEP," SSG Corzine said. At the exhibit, PVT Sager



reminded the students of other friends who were enjoying their experiences in the Army.

One student remarked that he wanted to drive the van. This led to a natural recruiting pitch. "Join the Army!" SFC Barton told him. "The Army can get you driving anything from a van, to a truck, to a 60 ton tank.



Students wait to get into the "History Makers" van. The van from the Support Center was well received at Lindbergh High School.

Everything a person could hope to do, the Army's got the jobs for them."

Sergeant First Class Barton is convinced of the effectiveness of the van as a recruiting tool. "It's definitely valuable," he said. "In the long run it really pays off. The local recruiter sees the effect six months to a year from now. It gives the students a show, lets them see basically what we've got."

The friendly approach of the Army men made a good impression on the students. "They seem like all right people," was one typical reaction. The several hundred Lindbergh High School students who visited *Join the History Makers* left with an improved knowledge of Army history and an enhanced outlook toward the Army and the opportunities enlistment can bring. (Chris Phillips, St. Louis DRC)

**A CHANCE SITUATION CAUSED DEPer Kathy**

**Mosley** of Wood River, Ill., to help the Alton Recruiting Station, earn a promotion and publicize the Delayed Entry Program, all thanks to the red, white, and blue DEP T-shirt **Staff Sergeant Elvin Bingham** gave her when she enlisted. Kathy's accomplishments ensued from two trips to the Wood River municipal pool.

What made Kathy think of wearing her DEP T-shirt to the swimming pool? "It happened by chance the first time," she explained. "I needed something to protect myself from the sun, and just happened to pick up my DEP T-shirt."

When Staff Sergeant Bingham saw the results of Kathy's first trip, he convinced her to make a second visit before the pool closed for the summer. Again, the T-shirt invoked considerable interest. When she arrived at the pool people wanted to know what "DEP" meant, why Kathy had joined the Army, and what the benefits were for enlistees.

Witnessing Kathy's enthusiasm, a number of young people took her advice to check out Army opportunities at the Alton Recruiting Station. The results were impressive. "We've had three or four people enlist as a direct result of Kathy's first trip to the pool," said Staff Sergeant Bingham.

The ability to make good use of DEPers is one reason for consistent high production standings. (Chris Phillips, St. Louis DRC)

**BEHIND EVERY GOOD MAN**, there's a good woman," so the adage goes. The saying holds especially true for **Mrs. Catherine Lenderman**, wife of **Staff Sergeant William Lenderman**, a member of the top-producing Hartford, Conn., Recruiting Station.

Knowing how important it is to make new recruiters and their families feel at home when they move into an unfamiliar area, Mrs. Lenderman recently compiled a directory of local information to pass out to newcomers to the "Nike Circle" military housing project in Manchester.

If you're wondering where to find the food stores, or pediatricians, Mrs. Lenderman's guide will tell you at a glance.

Of great interest to her military neighbors is a special section providing CHAMPUS information, such as medical office hours, phone numbers and claims addresses.

"I know how bewildered you feel when you move into a new area," Mrs. Lenderman explained. "I just did my best to see that others won't have the same feeling."

And thanks to her, they don't. (New Haven DRC)

# 'I try to disqualify him from

*Dave Mazer of the Los Angeles DRC provides on this page an account of a recruiter who saves time by trying "to disqualify him from the time he walks in the door." On the facing page, we present an "applicant" who likely will be disqualified and a look at why the quality applicant saves wear and tear on the recruiter and the Army.*

**W**ith today's recruiting missions increasing, and the work day not getting any longer, it means Army recruiters have to work faster or smarter, or both.

Sergeant First Class Jim Maniatis of Hollywood, who has been a successful recruiter since 1972, says one of the techniques he uses these days is that "I try to disqualify him from the time he walks in the door."

"You know, the guy who sits down and says, 'tell me about the Army' or 'how do I join the Army?', I'm not going to BS with him for a couple hours and then find out he's not qualified. I tell him I'll answer all questions, but I've got to get a little information first."

"I whip out a 200 card and ask some questions. Then I'll answer a couple questions of his, then ask more of what I need. You don't want to feed the birds, you want to sow seeds."

"I've got lots of time to explain the whole Army after I've got a commitment. Don't get me wrong, I like to rap, but the higher the mission gets, the less time you can spend rapping unless you know that applicant is qualified."


"On the other hand," adds SFC Maniatis, "you can't be pushy. That prolongs it instead of helping. It's good if you can be analytical. Some people are professional appliers. They've been to other services, or to some other Army recruiting station, and now they're trying you on for size."

The recruiter stresses that self-evaluation is necessary after each contact, successful or not. He recommends discussing your techniques with other recruiters in the station.

Sergeant First Class Ray Fabela, the Station Commander at Simi Valley, an essentially suburban and rural community about 40 miles northwest of Los Angeles, uses a policy of follow-up and maintaining contact, to avoid long periods of time between when an applicant is contacted and the time he is enlisted.

"I don't pressure," he says. "If the applicant's parents are against it, I let the prospect go home and talk to them. Then 3 or 4 days later, I contact the parents. I maintain contact with the individual and don't let him drop, while he's warm, so to speak, but I also don't push him. And usually if your follow-up is good, you'll get a decision shortly."

Fabela, who's been enlisting high quality young men and women since 1973, says even his experience doesn't give him a set pattern in his interviews. Like any good recruiter, he wants to work only the good prospects. But he says, "every interview is different. You try to tell each prospect the best things, and answer his or her questions but at the same time, keep control of the interview."

For the lingering prospects, his advice is let them know you're on their side, that you understand their apprehension, and keep contacting them. They'll soon decide. 



# the time he walks in the door!'

**T**om Jones has just walked into a recruiting station. He will ask the Army recruiter about joining. The recruiter will show interest immediately and begin his sales presentation. When he gets to the part that asks about a police record, Tom will say that he has been "busted a couple of times" for burglary and armed robbery. Automatically, the bells go off in the recruiter's head and he shuts down his presentation. From then on the conversation takes on a new perspective.

The recruiter knows that a moral waiver will cost a minimum of three days in gathering documentation and letters of reference to show that Tom is a changed person, that Tom has seen the error of his ways and has gone straight.

The recruiter also knows that, in the outside chance the waiver request is recommended for approval by the DRC, it would go before a board at the Region and possibly USAREC. These boards would consider the whole-man concept, taking into consideration the time element involved, the age of Tom at the time he was convicted of these crimes, the rehabilitative effort that Tom has made, etc. Turn-around time might be as much as three weeks.

Now the recruiter is faced with a decision: either push for a waiver or tell Tom to forget it. Right?

Wrong!

The recruiter can only advise Tom that a waiver is needed and if

Tom wants to apply, the recruiter is obligated under AR 601-210 to start the ball rolling.

If he tries to dissuade Tom, the recruiter might just find himself the subject of a Congressional inquiry into why Tom can't process into the Army.

So what is the recruiter to do? Dealing with waivers as a routine matter takes away time from prospecting.

The only recourse left to the recruiter to lessen the amount of waivers he has to deal with, is to aim his prospecting efforts at the quality market.

It has been identified to him many times, so he knows that it is not the pool hall on the corner of Market

Street and 3rd Avenue.

A study of FY 1975 accessions showed that 1,200 non-high school graduates had to be recruited to perform the same useful service as 1,000 diploma holders. Prior and subsequent market survey analyses have shown this to also be a fact of life for the recruiter.

Of the 1,200 non-high school graduates, approximately 480 had to have moral waivers. In terms of time spent and in terms of the discharge rate of those requiring waivers, the conclusion is obvious.

The waiver is necessary but generally not cost-effective and the recruitment of high school graduates saves wear and tear on the recruiter and the Army.



Clip, paste to 4x6" card and save

## **TIPS...** for increased effectiveness

Major James Lanier of Marietta, Ga., says that an applicant measured in a station, standing against a wall, will be 1/2 to 1-1/2 inches taller than when measured at AFEES. This is because standing against a wall forces an applicant to stretch, but when measured several inches away from the wall, the applicant assumes a more natural posture. Also, station scales should not be placed on a carpeted floor. He says that these two hints will prevent the potentially embarrassing situation of sending overweight or underweight applicants to AFEES.

*Does it work for you? Then maybe it'll work for someone else. Why not share your success with your fellow recruiters and career counselors? If you have some good ideas, send them in via Forrester's Focus and/or to Commander, US Army Recruiting Command, ATTN: USARCCS-PA (Journal), Fort Sheridan, IL, 60037.*



# Improving

## on

# Paradise

**Story and Photos  
by CYNTHIA NASON**  
*Journal Features Editor*

Recruiting in Puerto Rico may seem like having fun in the sun in paradise. However, even Eden had its drawbacks.

Arecibo has traditionally been poor recruiting turf, according to Sergeant First Class William Lourido, station commander. The city is on the northwestern coast of the hilly tropical island. The territory covered by the station stretches into the interior, a mostly rural area, mountainous terrain, dotted here and there with occasional towns or cities. Fog often overtakes the driver who ventures into the

mountains and bad roads hamper travel.

Distance does not mean what it does in the states. The city of Ponce, for instance, is about 35 miles from Arecibo. Yet the drive takes two and a half hours.

Recruiters are greatly dependent on driving because of the poor telephone service. Also comparatively few Puerto Ricans even have telephones.

Not only is communication and transportation limited, there isn't much opportunity for media exposure. Few recruiters would be excited about going into an area where there are no television stations and no

newspapers. The 10 radio stations in the area are the only bright spots.

Sergeant Lourido feels that in a situation where there is little media exposure, it is important to be known personally in the community. "We get out and let people see us," he said. "A recruiter here has to move around and mix. No shy recruiter will make it here. You have to become involved in the community."

The Arecibo recruiters have used the resources they have available to build a successful program. The American Legion club house is used as a canvassing point, and through its members, leads are obtained. The National Guard armory is a MET site and cooperation between the Guard and Army recruiters means that both benefit by referring applicants to one another.

"If the prospect is interested in other services, we don't talk about them negatively. We direct him to the service's office and tell him who to contact, then alert the office that the prospect is coming. This may sound like we're helping our competitors, but it's 'good business.' The applicant realizes we want what's best for him and the other services do the same for us. We're successful, and I think this type of cooperation helps."

There is a great deal of competition for the high quality young people of the area. Many go to work for various local businesses. A large distillery and several pharmaceutical laboratories have plants in the area. Agriculture is an important part of the economy and the young people are hired by the sugar cane, pineapple and related industries.

Sergeant Lourido pointed out that other young people are "lost" to Arecibo because they further their education. Students can compete for federal grants which pay for schooling and about 40 percent of the high school male population is lost to universities each year.

The Arecibo recruiters have a



tough time reaching the college student. There are no four-year schools in the area or nursing schools, so students must go elsewhere to study.

The Arecibo station, however, has taken these problems in stride. Surprisingly, the Arecibo station was slated for closing two years ago. Originally a two-man station, the area was considered unproductive. Since then, production has improved 200 percent. SFC Lourido had faith that the area was sound. All the recruiters now have gold badges, one has two sapphires and two have one sapphire apiece. For the second quarter FY 77 the station was tops in the western area. "Our goal is to be on top and stay there," said SFC Lourido.

Part of the success of the Arecibo station is due to its referral program. "People come back here and 'haunt' the office," explained SFC Lourido. "When our young people are home on leave they come by to see us. They feel like they've been given a good deal.

"We treat applicants as adults. We ask questions and make sure they are clear in their minds about what they want to do. We try to help the applicants make the best decisions. If they are reluctant to join, then I ask about the reasons. I don't coerce anyone into joining.

One thing we do here is to tell about others who have gone in the Army and been successful, people they know. This gains confidence. If asked 'Why haven't you talked me into the Army,' I answer, 'It's your choice.'" Ninety percent of the time the applicant does go into the Army."

One of the ways in which the Arecibo recruiters find their prospects is through sports. In some ways the recruiting situation in Puerto Rico is like that of the states. Sports like softball, baseball and basketball are popular, and are an important part of the community relations program. Of course, clubs and activities play a part, too.

Of course, another aspect of the success of the station is teamwork and cooperation. Credit for the way the station runs can be given to Sergeant Lourido.

"I remember many times, when as a recruiter, I'd say to myself, 'If I were the station commander, I would do this or that.' When I became station commander, I looked forward to implementing some of my ideas, although I was a little afraid of this job, especially since I had been a recruiter here. Well, I got my chance.


"It is a tough job, but we do things together. I don't pull rank. We are a team working together, helping one another. Good morale is very important. I know a happy guy gives 200 percent effort.

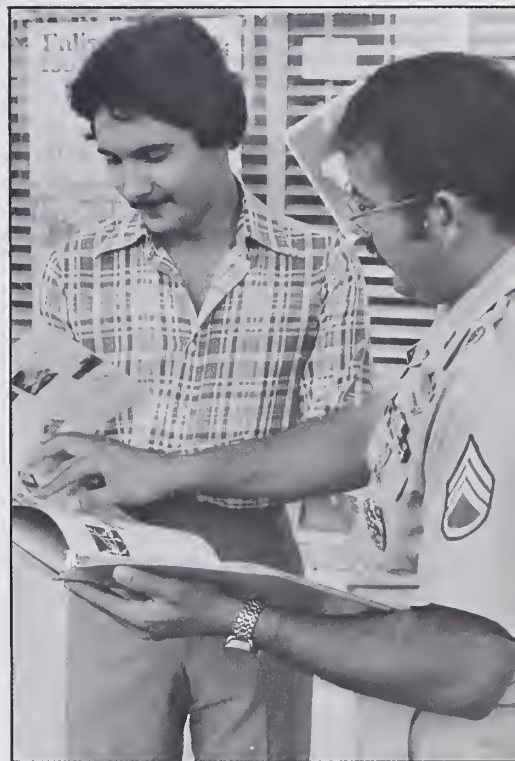
"I feel like I'm here to back up the recruiter. I do everything I can to give him confidence in me—I make case files, visit applicants. I plan and go with him to give high school presentations."

What does he do when someone has a problem? "I call in everybody for a counseling session. I guess it's like group therapy. We talk about the problem, without naming the individual, and everyone takes a shot at the solution. This way nobody feels like he is being accused; nobody gets hurt.

Another advantage is that this stops a lot of rumors. If you call a guy in and talk to him privately, he will probably come out and talk to somebody else, ... and he talks to somebody else ... and then you wind up with a rumor."

Recruiting in Puerto Rico has its advantages. Its year round tropical climate makes it a pleasant place to work. However, the differences in the people, culture and other factors mean that recruiters must be adaptable and make do without sometimes.

Paradise? Well, not quite perhaps. But with some effort and old-fashioned teamwork, for the Arecibo recruiters, it's getting close. 



**Staff Sergeant Steve Rivera gives a few last words of advice to a DEPer headed for active duty.**

**Sergeant First Class William Lourido (left), station commander, Arecibo, discusses proper use of the 200 card with Staff Sergeant Wilfredo Cardec, newest Arecibo recruiter.**



# Get involved

Once upon a time there was a magic land called California. There were many things to see and do. There were beaches where blue eyed sea nymphs with long golden hair lay for hours tanning their soft epidermis. A couple hours away from the beaches was the desert where men with two and four wheeled machines strained their sinewy muscles to the maximum, competing for gleaming trophies. About an hour away from the desert were scenic and majestic mountains, a haven for people who enjoy such things as snow skiing and peace and quiet.

There was a hamlet in the magical land of California known as Mountain View. In Mountain View there was an Army recruiter by the name of Sergeant First Class Ron Hutchins, known to the young and old alike as "Hutch."

I guess, to some, recruiting in a magical land might sound like a dream assignment. After all, when you got off work you could take up any one of the outdoor sports all year long. But the problem with recruiting in a magical land is no one wants to leave. So what do you do if you have to recruit in such a place? Let's look in on "Hutch" and see how he recruits in the magic kingdom of California.

"You've got to have a strong high school and junior college program here because in California the young people get two years at a junior college at no cost," said Hutch. "I think most people's question would be, 'How do you start a strong high school or college program?' and to them my answer is always the same. It's as simple as these two words: get involved. If a recruiter isn't an extrovert, and doesn't make an effort to get involved, he isn't going to make it.

"The best way to get involved in a school is to call and ask for an appointment with the principal. I've found a face to face approach the best. Take a few RPIs and just sit down with him and explain that you're not trying to get kids to drop out of school; in fact, show him just the opposite by

telling him about Project AHEAD and VEAP.

"Ask to be introduced to counselors and teachers who might be receptive. When you're introduced be very polite and ask for another appointment later on. Chances are you will find it easier to get into the schools than you think."

Once you're into the schools and have a working DEP, Hutch recommends keeping a close eye on your DEPs. To help with this Hutch suggests DEP nights. At his own DEP nights he has the counselor of a local college come to the recruiting station and talk about Project AHEAD. (See

article below.) Captain O'Brien, area commander for Mountain View, talks about what a young enlistee can expect from a company commander and Hutch tells them the benefits of an Army enlistment. The DEPs are encouraged to bring a couple of friends along. Most important on Hutch's list of recruiting hints is to maintain personal contact.

"I call all my DEPs once a week and ask them if they have leads or questions for me. I ask them to come down to the station and answer phones or read the *Army Times*. It really doesn't matter whether they come down and visit you or not; what

## *An educator talks about just how that's done*

*Dr. John Freemuth talks to a group of young people at a typical DEP night. The close work between Dr. Freemuth and "Hutch" pays off in big dividends.*





# in the schools

matters is they know you still care about their welfare. I think that's a very important point: if you don't care about the people you enlist, you're in the wrong business."

Unlike his close supervision of his DEPs, Hutch's job as station commander is much easier.

"I have to give credit where credit is due, I couldn't be a successful recruiter if I had to worry about the other recruiters in the station," said Hutch. "These guys are professionals. They've got a job to do; they know it; and they're going to go out and get it done. It's that simple. Oh, sure once in a while they might get a little stale; it

could be their phone technique so I'll sit down with them for however long it takes to get them back on the track. I use the SMART board to help, showing him where his strengths and weaknesses lie. Knowing where and where not to go is always a problem for young recruiters. Often a recruiter's area covers many miles and he really doesn't know where exactly to go. With SMART the station commander can see where he's needed most and point him in the right direction.

"Let me summarize by stressing a point: if a recruiter is going to be successful he should remember that

he's dealing with people and not numbers and bodies. I think that's something that many recruiters forget. They get so wrapped up trying to make objective, or being number one that they forget the people they're putting in the Army.

"I think that can be a very dangerous business, because if a guy walks out that door feeling he's been treated like a number, then you're not going to enlist him or any of his friends.

"It all comes back to the basics. You have to remember that recruiting is a circle and you have to do everything every month—I'm talking about DEPs, CIs, school, REACT cards, and ASVAB lists. Oh, you might be able to skip one month and the effect won't be felt immediately, but maybe a month or two down the road you'll feel it. But by then it's too late. You'll fall behind a month until you realize what you've done.

"Get in the schools, get involved and you'll make it."



## Mr. JOHN FREEMUTH, Foothills College

“The reason I tell these kids about the benefits available from the Army, is that when a man comes back to school after service he is usually a better student. For one thing he has had three or four years to mature and he can more clearly see the value of an education. I can not think of an instance that I've known a vet to just bomb out of school.

"It wasn't hard for Hutch to convince me to work with him in the program; he did everything gradually. Now, if I have students come in and ask about the service, I tell them the benefits as I perceive them and then tell them to go down to the recruiting station. The recruiters will be able to give them a better idea of what the Army has to offer.

"The education center on each post is very easily compared to a junior college. It offers about the same curriculum with about the same resources. Each post has a library which is generally well equipped to handle a soldier-student's study needs. The Army offers a very fine education program; they offer a whole package. If a young person has a little motivation the Army provides the needed resources.

"I was an instructor in the Navy and I know the positive effect military education can have on someone. I work in cooperation with Hutch and he works with me as much as possible. When Hutch has one of his Project AHEAD nights he invites me down to talk about what

Foothill College can offer them as a home college and Hutch tells them the benefits the Army can have for them.

"I've been working with the Mountain View recruiting station and Hutch for a little more than a year now and 160 applicants who have seen me have also seen Hutch.

"A high school student would find the Army programs the most useful. The college student already knows the system and knows how and where to go to get scholarship or a loan and he's already got a firm start on college. The college student who can't get help from somewhere else, or, would like a new experience and a little rest from full time school would find the Army a good place to spend a couple years.

"There's an increased acceptance among young people towards military service. Whether it's because of the volunteer Army or because of the stopping of the Vietnam war, the fact remains; people are accepting the service as a viable alternative to four years of school.

"If I could give one piece of advice to a recruiter when he is working with high school or college educators, it would be to treat them the way Sergeant Hutchins worked with me and this is a low pressure system. Don't try to sell me the Army or its education programs. All you have to do is present them. They're good enough to sell themselves. The Army education program is so good that it stands on its own merits.



# Keeping good soldiers is worth the effort

This article describes some policies and actions the 1st Brigade has found to contribute to the success of reenlisting good soldiers within the 1st Infantry Division. These actions fall into two general categories:

- Making the chain of command aware of the importance of retaining quality soldiers in the unit, then energizing that same chain of command for retaining quality soldiers in the unit;

- Creating an environment for living, working, learning and developing within the unit that is appealing to the first term soldier considering reenlistment.

At the outset, it is important to keep in mind why we should attempt to reenlist good soldiers into our Army. First of all, by reenlisting a good soldier, we retain a known quantity in whom we have confidence, mutual respect and trust. This known quantity generally knows his job and very little time needs to be put forth in training or retraining. He is familiar with his environment, training areas, tools and fellow soldiers. This saves the Army thousands of dollars. Time is saved by the Army, the unit and by the leaders of the unit who do not have to educate a new man.

There is an intangible benefit derived from reenlisting men for their own vacancies, and that is the nurturing and bolstering of the pride a young man has or must have if he is to commit three, four, five or more years of his life in an Army career and begin those years in the same unit.

It is extremely important that you begin the reenlistment program soon after the arrival of newly assigned individuals. Commanders should brief

all new arrivals and let them know what their job will be and exactly what is expected of them. They should plant the thought that this unit wants them to reenlist for the unit if they are good enough. By the meaning "good enough," we are talking about top notch, quality soldiers.

Soldiers fresh out of AIT usually are confident of the skills they acquired and are eager to get to their unit and practice these skills. Their enthusiasm is probably higher than at any time since entering the service. Unfortunately, in many units this enthusiasm is too soon dampened by the true reception they receive and by the lack of standards, discipline, camaraderie and motivation in the unit they join.

Regardless of one's opinion of his own unit, if he is in the chain of command he should make every effort to reenlist good quality soldiers for their own vacancy and if he has any guilt feelings about doing this, he should work all the harder at improving standards and motivation within his unit.

Squad and fire team leaders are generally the first line supervisors of these new men and must be the first to identify the good soldiers and plant the thought of reenlistment in their minds. The immediate supervisors should know in a few weeks time whether the new man is basically equipped with a good attitude or is infected with a bad attitude for whatever reason.

Squad and team leaders, as a minimum, should tell those new personnel who constantly look sharp and perform well, that they are the type of man our Army wants and needs.

Similarly, soldiers off to a bad

start, after being counseled, assisted and corrected, should be told that unless they mend their ways and perform like a soldier, they will be barred from reenlistment. It is worthwhile for all soldiers to hear these discussions to know that the chain of command wants to retain only good soldiers, and in fact, not allow shamers and malingerers to remain in the Army, and especially in the unit.

The bar to reenlistment is the most powerful management tool a commander has to get an individual back on the road to becoming a good soldier, if that soldier is ever considering staying in the Army. The chain of command that attempts early to reenlist good soldiers, and declares that the duds will not be allowed to reenlist, sets the standards for the attitude and performance of that unit, be it squad or brigade level. The leaders must have enough confidence to state forthrightly that they want to keep only the good men and not allow the bad ones to remain in the unit. They should go on record as having enough confidence in their unit and in their leadership of the chain of command to continually strive for excellence in their unit.

Some think the bar to reenlistment is a negative form of control over the reenlistment performance factor. In fact, bars to reenlistment are positive steps toward insuring that our Army is not retaining duds or soldiers not willing or able to contribute toward a progressive and successful career. The regulations prescribe when bars to reenlistment may be submitted on soldiers whose performance and conduct does not warrant retaining them.



*The reenlistment people at HQ DA consider the program at the 1st Brigade, 1st Infantry Division, to be one of the best. With this in mind, Colonel J.W. Nicholson, the brigade commander, wrote this article for the Journal. The brigade's senior career counselor, MSG Walter Evers, replaced MSG Glenn Gillespie after Gillespie was named the Army's Career Counselor of the Year and was transferred to HQ FORSCOM.*

Soldiers will reenlist if the unit is a good one. Good units perform well, have great morale and esprit, and welcome challenges and competition. They come forth when called upon to excel in areas like training exercises, and just about any worthwhile project their leaders ask them to support.

Success begets success, and if units do not become arrogant, each success supports all their efforts and the level of unit performance continues to rise in all ways.

However, even in a good unit there will be some individuals who, for one reason or another, just cannot stand the positivism, success or the competition, and will fall by the wayside. These failures are manifested by soldiers who go AWOL, commit acts of violence against their buddies or commit crimes in the military or civilian communities. The most insidious type of detractor from a good unit is the man wearing a uniform who constantly avoids duty, uses leadership toward negative ends, who rebels against authority, and who seems bent on pulling the standards down to his own low level rather than exerting himself to rise to the unit's standards. If these individuals are tolerated, it is never a secret to the other troops.

When other soldiers see men getting along by doing less work, being a negative influence and dissuading others from top performance, the good soldiers become disillusioned with the chain of command and the unit in general. Quality soldiers will not reenlist in the unit that tolerates, much less promotes, duds.

On the other hand, if good soldiers know that the unit wants only

the "cream of the crop," then the quality will always follow quality because the unit has created the positive environment conducive to soldiering that will attract the good men to reenlist.

It is sad, but true, that many good men leaving the service have never been asked to stay in. Of course, poor soldiers should not be encouraged to stay, but good soldiers should be, and, unfortunately, many of them are not. Surveys show many soldiers getting out of the service have never been asked to stay in. In fact, a common reply like: "Gee, I would have thought of staying in, but nobody ever asked me to. Nobody ever told me that they wanted me," is a very familiar phrase. It is vital that leaders tell their good men that they not only want them to stay, but also make them aware that they need them!

Another frequent wrong doing is that some commanders ask their men to reenlist, but only when the man is close to ETS. Most soldiers in this situation feel the commander is only going through his suspense file and asking because of regulations. The soldier also feels like the commander is asking him to reenlist only to make his objective. This is why it is so important to plant the thought early when he first comes to the unit, and continually speak of reenlistment during his tenure of duty.

Let it be said that a good reenlistment program does not come from any assigned objective or goal, but through a combined effort by the entire chain of command. Units should be encouraged to develop their own innovative and imaginative reenlistment programs. The programs must

be dynamic, aggressive, and most of all, supported by the entire chain of command. The point is, leaders must talk to their troops, listen to them, and let them know by praise or a "pat on the back" or a look of respect in the eye, that this man's efforts are recognized. Then, when the leader says that he wants the man to reenlist, the individual will know that his efforts have not gone unnoticed and the leader or commander does, in fact, really want to retain the man in his unit.

Reenlistment programs must have very high visibility within the chain of command. Career counselors and reenlistment NCOs must have direct access to the commanders. These career counselors and reenlistment NCOs must be carefully selected as men soldiers trust and who are mature enough to give good counsel and sound advice on any type of career question that a soldier might ask.

It should be made known that career counselors are not only there to reenlist people, but also to assist people who are getting out of the service. Soldiers leaving the service must be aware of what is entitled to them as veterans: i.e., GI benefits, schooling, insurance benefits and many more important areas.

The career counselor is there to be an advisor to the soldier and the commander alike. He should have good rapport with the units he is serving and help them with their reenlistment programs in providing publicity for reenlistment ceremonies, assisting unit first sergeants in scheduling ETS physicals, etc. The more exposure the career counselor gets in the unit,

## Keeping good soldiers


the better.

High visibility and the reenlistment effort is manifested by periodic meetings in which the chain of command itself must stand up and be counted on its achievements in reenlistment. New changes to the reenlistment program and innovations are discussed and shared among the commanders of the units. Standards and goals are set and described verbally and are graphically illustrated so each unit knows where it stands with respect to other units and DA averages and goals.

Commanders should welcome the opportunity to reenlist soldiers with a degree of ceremony and dignity which includes the soldier's family if

the man desires to have his family present. Photographers can be made available for pictures of the event, and home town news releases should be encouraged. Commanders should inject some dignity and sense of achievement into the act of reenlisting the man by telling him, his family and friends present, how important it is for the Army to retain the talents of that individual. Commanders can state that, along with making awards and promoting people, reenlisting a good soldier is of equal importance and a great honor for a commander. The oath of enlistment can be done in the commander's office, in the TEC learning center, on a tank, rifle range or anywhere the soldier desires to offer dignity to the occasion and makes that soldier proud.

Recognition must also be given to career counselors and reenlistment NCOs, and to the commanders at all echelons in the reenlistment program. Recognition takes many forms: trophies, plaques, certificates of achievement, letters of commendation, hand shakes, smiles and "attaboys." The bigger the crowd at these presentations, the better. The recognition not only builds pride and gratification in the awardee, it also inspires others and sets the goals and standards for all.

Reenlistment, both today and tomorrow, must remain top priority on the list of all commanders. Only then will we be able to establish and maintain a viable and well balanced force structure in the foreseeable future. 

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## IG Commendable Areas

All recruiting areas in MWRRC, SWRRC, SERRC and NERRC have now been inspected. On the basis of outstanding performance in each of the functional areas outlined in the July 1976 issue of the *Journal*, it is the consensus of the IG and the region commanders

that the areas listed below (alphabetically) were performing their mission in a commendable manner. It should be noted that, because of close performance characteristics and keen competition, *four* areas in SERRC were selected for recognition.

### NERRC

#### Cambridge Area—Balto-Wash DRC

CPT Burrwood Yost, Jr.  
MSG Harry Roger, Jr.

#### Bronx Area—Newburgh DRC

CPT Robert E. Pannell  
MSG Fernando Correa

#### Carlisle Area—Harrisburg DRC

CPT Louis Duet  
MSG James Sterling

### MWRRC

S. Chicago RA—Chicago DRC  
Cincinnati Suburban RA—Cincinnati DRC  
Columbus West RA—Columbus DRC\*

### SERRC

Enterprise RA—Montgomery DRC  
Florence RA—Columbia DRC  
Jacksonville RA—Jacksonville DRC  
Macon RA—Atlanta DRC\*

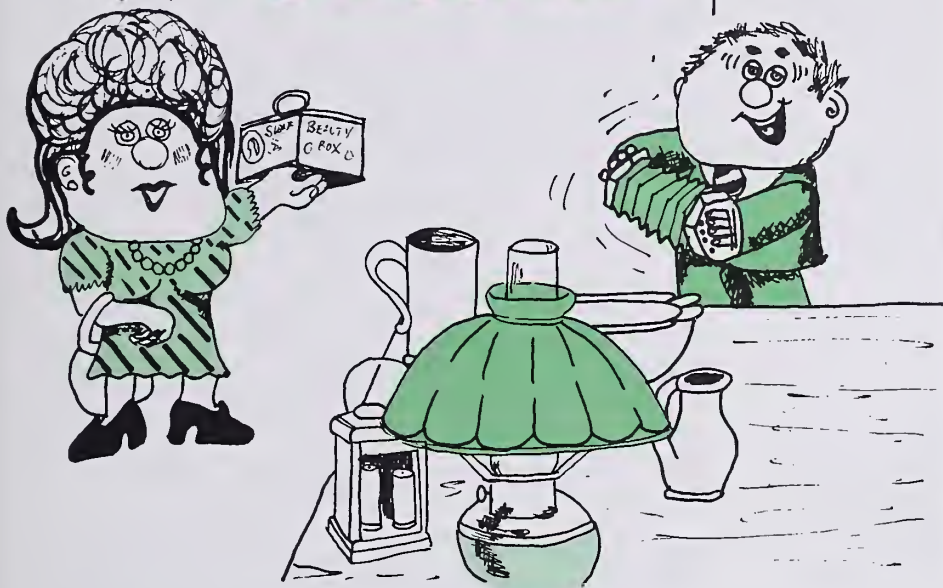
### SWRRC

El Paso Area—Albuquerque DRC  
New Orleans Area—New Orleans DRC  
Pharr Area—San Antonio DRC

\* Indicates repeat from FY 76



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Judy Quinlan

**By SP4 KEN HOLDER**  
Journal Departments Editor

Gone are the days when shopping through dusty second-hand stores was looked down upon as something degrading. Today it's not only "thrifty," it's fun.

Any day now we might expect to see some enterprising publishers come out with a specialty magazine called "Junque Store Shopping: the magazine for the discriminating bargain hunter." Articles might include an interview with a man who collects stuffed swordfish, or a feature about a former roller derby queen from Burbank who collects ties that light up with quaint sayings such as "Kiss me, I'm Norwegian," or "I've been to Sioux City."

These are extremes, of course. People with more "normal" tastes and needs are into junk stores and flea markets in increasing numbers.

What do they look for in junk stores? Junk, of course. Nope. When

people go to junk stores the majority are looking for everyday items they can use as is, or, with little expense, fix up—pretty much the same kinds of things they look for in a retail store.

Flea markets—a sort of gypsy junk store—are also increasing in popularity. They come in all shapes and sizes.

The smaller ones have such items as Dad's favorite old (and no longer working) reading lamp, an almost complete set of Shakespeare's works (1953 edition), a TV set that has a beautiful black picture tube (I bought one of those—it actually gave me a picture on a good day and only cost me \$8) and other such useful items.

You'll get your share of similarly treasured items at the large flea markets, but you'll also find that dealers come in with new merchandise including stereo gear, tools, TVs, shoes, furniture and antiques. As a whole, if there's something you need,

you can find it at a flea market—often at a good price.

One other source of bargains is the local auction. Auctions are akin to the ever-popular garage sale, except generally *everything* goes—not just a few of the selected treasures.

As something of a junque store junque myself, let me offer some advice about bargain hunting:

- If you're going to an auction or flea market looking specifically for a lamp to match the one in your boudoir, don't settle for a moosehead trophy. As the sign says, "All sales FINAL."

- Understand that you (the buyer) and the seller have an adversary relationship. None of the items offered has a "Suggested Retail Price" on it; it all boils down to how much he wants and how much you want to give him.

- If it's auctions you're interested in, get there early. Walk around and examine all the stuff; be careful there are no irreparable cracks or flaws. You buy strictly "as is."

- Hopefully, if you're looking for a specific item, you'll have a good idea what it's worth. Nothing's worse than having bought a bargain for \$30 on Friday, only to find on Monday that Tacky Bros. offers the same bargain for a low, low \$12.95.

- I lied. Something is worse. Never start the bidding too high. The only thing worse than the mistake above is finding that your bid is the only bid.

The most important thing to keep in mind when you shop at any of these places is that you must not be too proud to admit you think an item is overpriced, or to fear that the seller will think you "cheap." Trust your instincts. Ninety-nine times out of one hundred the first price is more than it's worth.

If you've never haggled over the price of a Niagara Falls ash tray with a little old lady in wedgies, you haven't lived. You just might discover you've missed some bargains—and some fun—along the way.

Oh, if you know of anyone selling a rear tail light housing for a '55 Studebaker (that's the right side—not the left), let me know.





# Update

## Joint Domicile

When SP4 Amanda and SP4 Joseph Webb were sworn in for three year reenlistments at Ft. Campbell recently, they reenlisted together so they could establish a joint domicile at Ft. Richardson, Alaska. They took advantage of the Army policy that says married couples who are both members of the Army will be assigned to locations where they may establish a common household, *whenever possible*.

If a married couple walks into a recruiting station and wants to join the 18,000 married couples in the Army, the guidance counselor can recommend they enlist for the station of choice option. In the course of events, they wind up assigned to the same post.

Final and thorough counseling of married couples to completely eliminate any misunderstanding concerning DA policy in the assignment of such couples is required. The use of Section III, Chapter 3, AR 614-200, is mandatory regardless of their enlistment options. Couples will be required to read the regulation and will be questioned about policy, eligibility criteria, assignment conditions and submission of applications to insure understanding.

Once on active duty Change 38 to AR 614-200, as it affected paragraph 3-13b, requires couples who want to establish a common household to submit a request for joint domicile. In addition, current policy states whenever possible, and if desired by the members, they will be permitted to travel concurrently to overseas locations.

Just because a soldier's spouse also wears Army green does not guarantee a joint assignment. A lot depends on the couple's MOSs, assignment eligibility, and their initiative in getting the paperwork going.

Also, orders for assignment apart from each other will not be changed just because they're married.

But what happens when, after the couple has completed their stabilization at that post, one comes down on orders for an overseas tour?

If the MOSs of both are authorized in that overseas area, the one not on orders should initiate a DA Form 4187 (Personnel Action) and attach an overseas preference statement. In the remarks section of the latter form, the requesting soldier should write in the spouse's name, grade, social security number, PMOS and unit of assignment. When the forms arrive at the military personnel office, they will take action to change the soldier's AEA code to "H" which tells MILPERCEN the soldier's spouse is also in the Army. If possible, the people there will assign them to the same location, and it may be possible to let them travel concurrently.

Or, suppose the husband gets a short tour assignment and his wife, for whatever reason, can't be assigned there. She can request a short tour for a different area.

This will get them both back in the States about the same time and will minimize their chances of getting another short tour at different times.

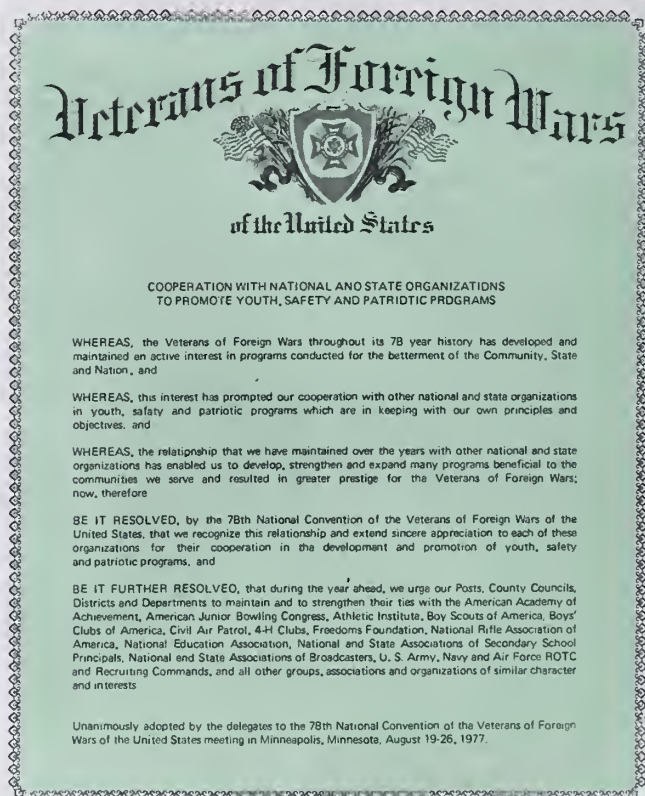
A second PCS within the same fiscal year is not normally granted for routine actions, but such requests are carefully examined under the provisions of AR 614-6, and some types of exemptions are considered.

If everything else fails, one of them could try the exchange assignment (swap) route. The details on this alternative are in Chapter 3 of AR 614-200. But such exchange assignments are made at the soldier's expense, not the Army's.

In short, many times married Army couples are in fact assigned together where they can establish a joint household, but the Army cannot guarantee that they will be assigned together.

## VFW Help

Recently MG Forrester received a letter from the Director of Youth Activities, Veterans of Foreign Wars. Attached was a resolution (pictured below) adopted unanimously by the 78th National VFW Convention last summer "in recognition and appreciation of the cooperation of the U.S. Army Recruiting Command, along with other organizations and associations in the development of youth, safety and patriotic programs."



The letter went on to note that the VFW is "asking our Posts, County Councils, Districts and Departments to maintain and strengthen their ties with the U.S. Army Recruiting Command."



## Enlistment Bonuses

Headquarters DA has advised the *Journal* that, effective Nov. 8, 1977, the enlistment bonus was terminated in MOS 98G (EW/SIGNIT Voice Interceptor) for the following three languages: Arabic-Syrian, Czechoslovakian and Polish; the Korean language 98G1 retained eligibility for the enlistment bonus.

They also provided a reminder that prior service enlistees have not been eligible for enlistment bonuses since November, 1975. This information was disseminated at the time by HQ DA message (DAPE-MPR) 091458Z Oct. 75.

## Advertising Catalog

USAREC Pamphlet 360-2, "Recruiting Publicity Items," is being revised to include all advertising and sales promotion material in use throughout the command.

Now called the "USAREC Catalog of National Advertising Items," it is a reference of current national advertising items for Army recruiting. It has black and white reproductions and summaries of each national item.

Expanded from one appendix to five, the new catalog includes sections on RPIs, print advertising, broadcast advertising, films and film strips, and recruiting specialty items. Regular changes and updates will be published to keep the catalog current.

A special binder with divider pages is being printed to house the new catalog. Distribution of the binders will be two per RRC and DRC, and one per recruiting station; distribution is scheduled for the second quarter FY 78.

## "Ad Mat" Changes

Supplement 3 of the Local Recruiter Advertising Kit (Ad Mat Catalog), originally scheduled for distribution in October, is delayed until after January 1. The DA guidance on words such as "jobs" and "salary" in USAREC advertising resulted in more extensive revision than originally planned. Copy corrections to additional ads are underway and printing and distribution will begin as soon as possible. However, the time required to edit, proof and print such an extensive supplement will delay distribution to the field until at least January.

## Skill Builder Pack

Modern Talking Picture Service recently distributed "Your US Army Skill Builder Pack." This packet is for educators to be used as an aid in presenting the 1978 Army film series on skill and careers to their students. Distribution was made only to schools which requested the film series in response to a Spring 77 invitational mailing.

To assist local recruiters in dealing with schools requesting the series, information copies of the packets

were provided to recruiting stations, regions and DRCs.

After receiving their copies, many DRCs queried USAREC on the availability of more packets. The cost of the packet limits the distribution to only those schools requesting the film series. Local recruiters are encouraged to use their copy as a tool in selling the film series to other schools.

Should a recruiter have a school interested in booking the film series, he should send the name and address of that school to HQ USAREC, Attn: USARCASP-D, to request the school be added to the mailing list. The school will receive more information on the program from Modern Talking Picture Service in future mailings.

## Trees and "Trees"

This holiday season, millions of evergreen trees will be taken into the home for Christmas. Once there, they will be adorned with candles and angels, laced with tinsel and twinkling lights. Whatever the decor, its success will largely depend on the basic beauty of the tree.

There are many kinds of Christmas trees to choose from. Almost all of these trees come from tree farms where they are scientifically nurtured to achieve the size, shape and texture suitable for decoration.

These trees take from six to 12 years to mature, and since most Christmas trees are raised for just that purpose, it is incorrect to think of their use as forest depletion.

Use of fresh trees for Christmas is environmentally sound. Natural trees use only solar energy to grow, but artificial trees manufactured from plastic or aluminum require a large amount of energy resources including oil and electricity.

Merry (natural) Christmas!

## Parting Shot

Ah, the pitfalls of American "Slang-ology."

The depths of some of those pitfalls was discovered recently at the Jackson DRC. It seems that the wife of a disabled veteran wrote the DRC asking for the forms necessary to apply for an ID card. The PSNCO, Staff Sergeant Reginald Trujillo, mailed the woman a DD Form 1172 and attached a note asking that she burn a copy of her marriage license and return it along with the completed form.

Several days later, his note and the form were returned. With them were the charred remains of a document in a plastic bag and a note that read: "Sgt. Trujillo—here it is, but for the life of me I don't know what the 'L' you're going to do with it."





# Re-Update

By **SGM ROBERT L. SWAGER**  
HQDA (DAPE-MPR-P)

**Promotion lists.** MOS OOE again did well on an E9 promotion list. In the primary zone, 51.6 percent of the OOE's were selected versus 32.6 percent for the Army overall; in the secondary zone, the selection rate was 7.7 percent for OOE's versus 5 percent for Army overall. Of the 394 OOE's considered, 101 were selected for promotion, 22 of whom were career counselors. The board for E8 promotions met Oct. 18 and the results of this board are expected to be announced in January.

**POI Review.** DA hosted a group of career counselors Oct. 12-14 to review the program of instruction for the career counselor course at Ft. Harrison. The group included: SGM Braswell, TRADOC; SGM Kirschner, DARCOM; SGM Miles, Ft. Carson; MSG Aubrey, Ft. Eustis; MSG Gillespie, FORSCOM; SFC Wright, Ft. Meade; and SFC Fleming, MDW. Changes were recommended to strengthen periods of instruction on publicity, bonuses, role of career counselors, preparation of reenlistment packets and RETAIN. Also discussed were ways to strengthen the effectiveness of the Mobile Training Team. One conclusion of the discussion is that in four weeks USAIA can provide students with only limited knowledge, and that after graduation, they require additional OJT to give them the training and experience needed to be an effective career counselor.

- This group also discussed, with SGM Grant and MSG Hightahoe, developing the Soldiers Manual and Skill Qualification Test for career counselors. It is planned to have selected members of the Reenlistment Steering Group review documents as they are developed for comments and recommendations.

**Selective Reenlistment Bonuses.** MILPERCEN message (DAPC-KPF-I) 131500Z October, 1977, Subject: Enlistment Bonus and Selective Reenlistment Bonus Recoupment Policies and Procedures, amends a number of items. One of the more important changes is that entitlements to the full amount of an EB and SRB awarded after June 30, 1977 will be contingent on soldiers maintaining technical qualifications required for effective performance in the MOS (other than a soldier who is not qualified because of injury, illness or other impairment not as a result of misconduct) for which the bonus was awarded.

**Job/Career Satisfaction Analysis.** The final report on the February, 1977, survey is nearing completion. Analyses indicate that the "best" predictors of first term reenlistment are attitudes toward the: (1) work itself (in-

terest, challenge, responsibility); (2) recruiter's description of Army life; (3) pay and allowances. First term soldiers are most satisfied with their job security, the opportunity to work with people they like, and the chance to help others through their work. They are least satisfied with the way the Army uses enlisted soldiers, the quality and availability of housing, and the way the Army uses equipment and supplies. For copies of this report, contact MILPERCEN, Attn: DAPC-MSP-D (Mr. Woratine, telephone AUTOVON 221-9272).

**RETAIN Terminals.** At the end of each month we will be asking you for the amount of time your terminal was inoperative due to maintenance problems. This information will allow us to evaluate terminal performance and to claim money due the government by the contractor. Requested information will include dates and times you notified the contractor that the terminal was inoperative and when it was fixed. All users are cautioned to handle these terminals in such a way as to prevent damage to them.

**Reporting of Reenlistments by SIDPERS.** One installation recently reported that it did not get credit for a reenlistment in the DCSPER 398 Report even though it had a valid PTRO showing the soldier had been entered into and processed by SIDPERS. Investigation indicated that although the soldier had departed the old installation and signed in at the new post, the old installation placed the individual back on its local data base, processed the reenlistment transaction and then apparently deleted the soldier from the data base. When the transaction arrived at MILPERCEN, however, it bounced because the soldier did not belong to the unit which was reporting him. The old unit should have reported this reenlistment on a pass record transaction which can be initiated by the SIB at the request of the career counselor.

**Change 1, AR 601-280.** A draft of this change was recently completed and is being staffed. It will include interim changes sent out by message and minor typographic changes to the reg. Please don't ask about when it will be printed and distributed. This information, when it becomes known, will be provided in a future "Re-Update" column.

**Enlistment Eligibility Activity.** The EEA reviewed their incoming reenlistment cases and suggests the following points be brought to the attention of reenlistment people to allow EEA to better serve you:

- DA Forms 2 and 2-1 are needed on all in-service requests for reenlistment. These forms should be legible, complete and current.

- Date of last PMOS score should be shown in Item 20, DA Form 3072.



- Requests for withdrawal of counseling statements are often incomplete and fail to include sufficient justification on which to base a decision. For example, why did the soldier decline to extend or reenlist to meet service remaining requirements? If possible, document these statements with factual papers to include the manner in which the problem was overcome.

- Requests to impose or remove a bar to reenlistment or to cancel an extension are similarly not fully documented. Information is needed as to the specific reason or reasons the bar should be imposed or, in a request for removal, how had the original problem which resulted in the bar being imposed been overcome?

- Information on the date of arrival overseas, the date of arrival of dependents, and date of marriage are essential when working cancellation of extension cases or authorizing extension of enlistment because of overseas assignments.

- Although in all cases, a DA Form 3340 is furnished with the statement that a soldier currently meets the height and weight standards, Item 19 on DA Form 3072 should show the current actual barefoot height, weight and date measured, and not data from the last physical which might have been some time ago.

- When submitting requests for officer grade determination, it would be most helpful if a copy of the DD Form 214, which documents the last period of enlisted service immediately prior to service as an officer, and a copy of the latest DA Form 66-1 (or similar officer qualification record), were sent. In addition, information should be submitted indicating the date and reason for release from service on the officer, MOS and grade the officer desires, and component (RA, USAR or NGUS) in which the officer is serving.

- DD Forms 4 and DA Forms 1695 are not always sent to Fort Harrison for placement in the OMPE, as required by AR 601-280.

- If the soldier extended to allow his case to be considered by proper authorities, it would be very helpful to furnish EEA with the date and length of this extension.

**RETAIN System.** Based on user recommendations, the following modifications have been made:

- Users can select which options are to be displayed: either all the options for which the soldier is qualified or just a specific one that he is interested in.

- First term soldiers are allowed to be processed in a reenlistment request within seven months of the soldier's ETS.

- Requests for a list of qualifications that soldiers must have to reenlist for Option 3 (retraining) in each MOS, have been mailed to each RETAIN site and major command. This program has not been placed on RETAIN because of the expense involved in running it.

## Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted **by career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" x 14").

- RPI 134 Folder. Warrant Officer Flight Training (limited quantity).
- RPI 300 Booklet. If there's a question, you'll have the answer.
- RPI 301 Folder. The Army Service School Reenlistment Option.
- RPI 302 Booklet. Your career decision in today's Army.
- RPI 303 Folder. How to tell your friends you're reenlisting.
- RPI 305 Poster. The Army's been good to this Army wife.
- RPI 306 Poster. When you're doing something of value, you value yourself more.
- RPI 307 Poster. Since I've been in the Army, the longest I've sat still is for this photograph.
- RPI 325 Poster. \$8,000 is \$8,000.
- RPI 331 Poster. Music is where I want to be.
- RPI 332 Folder. Music is where I want to be.
- RPI 334 Poster. How to tell your friends you're reenlisting.
- RPI 338 Folder. Special Forces.
- RPI 341 Folder. Berlin Brigade.
- RPI 342 Folder. Ranger.
- RPI 343 Folder. Old Guard.
- RPI 345 Folder. Combat Arms Option.
- RPI 347 Folder. Overseas.
- RPI 349 Label. We serve proudly.
- RPI 356 Label. Career Counseling 3-1/2".
- RPI 358 Label. Career Counseling 1".
- RPI 361 Bumper sticker. There's something about a soldier.
- RPI 366 Booklet. Take a look at all the things you've been taking for granted.
- RPI 379 Poster. Demolition.
- RPI 380 Poster. Artilleryman.
- RPI 383 Poster. The best way to see Europe is to live and work there.
- RPI 384 Poster. Uncle Sam Needs Me Too.
- RPI 385 Poster. Will your next job make you feel as good as the one you have now.
- RPI 386 Poster. Patches, (large).
- RPI 387 Poster. Your family benefits when you reenlist.
- RPI 399 Calendar. Reenlistment Reminder Schedule. 18 months.
- RPI 975 Book. Army Occupational Handbook with Errata sheet no. 1 (One per reenlistment office).
- RPI — Book. A Digest of US Army Posts (Limit 10 per request).



# The difference between aggressiveness and laziness does not always mean success

By MSG FRANKLIN "DUSTY" RHODES  
Assistant Area Commander, Hartford, Conn.

Each year hundreds of soldiers join the ranks of successful Army recruiters. At the same time, however, hundreds of others with the same schooling, RPIs and recruiter briefcases never manage to succeed.

I have heard veteran recruiters, who should know better, declare these opposites to be the difference between aggressiveness and laziness. Certainly this is sometimes the case, but my experience indicates that what appears to be laziness is often timidity.

Those of us who have had the experience of training new recruiters are keenly aware of how difficult it is for many beginners to approach prospective enlistees. We also know how often these novice recruiters reflect their fears, doubts and frustrations in the questions they ask . . . . "What do you do when someone slams a door in your face?" "How do you deal with a prospect who wants only to argue?" These are typical beginners' questions.

The beginner who sticks it out will soon learn that his worries were unfounded. He will eventually come to realize that most people, given the opportunity, are pleasant. He will never attain such assurance until he takes his briefcase in hand and proceeds to prospect for enlistments.

Some new recruiters sincerely believe they are disliked because of their profession. Of course, such a notion can only be the product of one's own fearful imagination. Experience will ultimately dictate the exact opposite. An honest, sincere recruiter, thoroughly familiar with AR 601-210 and the tools he has available performs a most valuable service to his clientele . . . thankfully acknowledged by most after enlistment. No profession, though, is perfect—not even recruiting. Occasional unpleasant altercations do occur. People are people, and when people deal with each other they are bound to disagree sometimes.

The doctor, the lawyer, the waitress, the hotel bell-

man, and the department store clerk are occasionally subjected to verbal abuse. The recruiter encounters no more unpleasantness than any of them.

The beginning recruiter, often with the lack of self-confidence, finds himself in a dilemma unlike what others engaged in public service might expect. The recruiter must approach the prospect rather than be approached; and he must do so on the prospect's premises.

If American people resented having things sold to them, the nightmare of the fearful would have long ago become established fact, but such is not the case. We Americans not only enjoy making purchases, we enjoy being persuaded to do so.

In this respect, the recruiter who sits around the office waiting for walk-ins is sadly deficient and much like a clerk in a self-service supermarket. The mere insignificant fact that a few impossible-to-please individuals must be encountered along the way simply must be taken in stride.

Knowledge usually conquers fear. Such information as may be gleaned from this writing, or from any source other than experience, remains dormant until put into practice. Knowledge put into use becomes applied knowledge, and applied knowledge becomes a permanent part of the user.

The timid recruiter, therefore, isn't likely to simply read away his fears. He must combine what he has read, what he has learned, with personal experience before he can gain self-confidence.

First, though, the beginner must put forth the initial effort to get out on the street and make an honest effort to sell—timid or not. Soon he may learn that timidity may be no hardship at all. It can, in fact, prove to be his most valuable asset.

Over-aggressive recruiters often irritate prospects who respond positively to persons using a milder approach. Indeed, the meek recruiter may expect to inherit much in the way of enlistments, favorable EER's, and independence—provided he is willing to run the risk of losing his fears.





# Season's Greetings

The custom of sending Christmas cards began in England in 1843 when it was possible to send them to friends far and near for a penny.

Designed by John Calcott Horsely of the Royal Academy, the first card featured a friendly family party raising wine glasses in a toast, with a simple greeting used today: "A Merry Christmas and a Happy New Year to You."



*The first Christmas card, about 1843*

The custom was introduced in the US in the 1870's by Louis Prang of Boston, an immigrant from Germany. Known as the "Father of the American Christmas Card," Prang perfected the lithographic process of multicolor printing, often using as many as 20 colors on one card. The reproduction of oil paintings, including many religious scenes, was so perfect that at times only experts

could tell print from paint. By 1881, Prang was printing five million cards a year, most of them Christmas cards.

Near the turn of the century, a flood of postcards made in Germany flooded the US greeting card market, and from then until World War I, Germany monopolized the market. By 1920, however, American greeting card manufacturers were bringing out greeting cards of better quality and design.

During World War II, Christmas cards featured Santas carrying flags. Special cards came out for service men and service women with such sentiments as "Across the Miles" and "Missing you." The Cold War years sharpened a demand for more humor in cards. This sparked the studio card with its humorous Santas and ludicrous reindeer.

Since then the industry has grown phenomenally. In 1954, Americans exchanged more than two billion Christmas cards. This year, industry spokesmen estimate that about four billion cards will be exchanged.

The custom is also followed by royalty and heads of state. Not long after Christmas cards were introduced in England, the King and Queen and the Prince of Wales adopted the custom and employed distinguished artists to paint an appropriate picture for each card.

Production experts at one large greeting card company says that nowadays as many as 3,000 people carrying out some 300 separate steps pool their talents in conceiving and producing a single greeting card. It may take as many as 95 working days to turn out one single card.

That's something to think about when you prepare and mail your cards this year. And, as John Horsely said back in 1843, "A Merry Christmas and a Happy New Year to You."



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**To all who are helping make the  
volunteer Army a success, go our wishes  
for a safe and joyful holiday season!**

